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List of Annexes

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- KOČIANOVÁ, Renata. *Personální činnosti a metody personální práce*. Praha: Grada, 2010. ISBN 978-80-247-2497-1.
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Abstract

The position of women and the gender equality is a discussed issue all around the world. Especially the underrepresentation of women in upper leadership position is a growing concern in the business sphere. This dissertation focuses on assessing the position of women business leaders in tight culture country such as the Czech Republic. Using the model of cultural tightness, it explains what the attitudes of Czech employees towards women leaders and their leadership style are. This aim was met through review of relevant literature coupled with the collection and analysis of questionnaires distributed in the Czech Republic. The findings from this research provide evidence that Czech employees are not open to the idea of women leaders and there are still prevalent stereotypes towards women and their role in the society in general. The main conclusion of this paper is that women underrepresentation in upper level leadership positions is a cultural issue, that has to be addressed. This research argues for adoption of gender quotas to support higher emergence of women leaders in business environment.

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1 Introduction

1.1 Background

Over the last decades, the position of women changed rapidly. Nowadays, it is unthinkable in developed world to deny women rights or discriminate them. Although, in business there somehow still lingers the perception “think manager, think male” (Stempel, Rigotti & Mohr, 2015). This study will present that leadership should not be just male related. Moreover, the argument is that women are more suitable as leaders in the 21st century (Harvey, 2015).

There is an ongoing discussion about women in the leadership positions. Even though there is a parity in population and workforce, men and women are not equally represented at the senior leadership levels (Salas- Lopez, Deitrick, Mahady, Gertner and Sabino, 2011). Business leaders and their leadership style play tremendous role in the organisational performance. Motivation of employees, innovations, effectiveness, all of these indicators and many more are affected by leadership. There is undoubtedly importance in researching female business leaders. With their significant way of mentoring and leading people, women are fundamental for future development of globalized countries (Harvey, 2015).

In recent decades can be observed significant increase in the importance of women within labour market. Although, there is still persistent inequality between women and men considering the positions they hold, salaries, etc. The causes can be found in many factors. Women who decide to build a career have to fight prejudice and unwillingness of men embark the “outsider” into their collective. Especially in traditionally men dominated sectors (construction, engineering, etc.). In other sectors the conditions may be better, but still with the effects of gender stereotypes. The Czech society is in this case considered very conservative.

It is beneficial to explore the perception of Czech employees about having a woman business leader. Since Czech economy is still dealing with the consequences of economic crisis in 2008, it would be beneficial as Harvey (2015) stresses, to have women leaders while handling the aftermath of this situation. Also she notes the importance of transformational leaders in the 21st century. The world is getting more and more globalised and women are having more opportunities than in last years. Although, in many countries women are employed in so called secondary labour market which is characterised mainly by low wages, poor social benefits and almost non-existent way to grow qualification (Claus, Callahan & Sandlin, 2013). It is therefore clear that the women have

difficulties to succeed in primary market and to achieve managerial positions. Čermáková (1999) states that women are in the labour market segregated into certain positions. There is a feminization of certain sectors and industries with the consequences of lower salary and loss of prestige. In addition, women are concentrated in lower positions of status, which in practice means that when new leadership position appears in their workspace, it is usually filled with men.

Thus, women have a hard time succeeding as business leaders. Culture of the certain country has a big influence on the number of women emerging as business leaders. One might speculate, that in the tight culture countries there will be even harder conditions. To gain understanding of this inequality within Czech Republic, one must examine the posture which society holds against women leaders. It is important to know the implications that tight culture has on woman leaders in order to identify constraints to their emergence.

Lack of women in the leadership positions is not just problem of Czech Republic. Many EU states are also struggling to engage more women in business. It is a trending issue all around Europe that is one of the reasons why it was chosen as a topic of this dissertation.

1.2 Aim of study

Main idea is to present the position that women business leaders have in a tight culture country such as Czech Republic. To achieve this goal, there are three objectives that have to be addressed in this dissertation.

First one is to assess the barriers women business leaders face in the Czech Republic. It has to be examined, what are the implication of cultural tightness on this phenomena. Important part of this objective is to assess the issues women face in labour market. There will be provided data from the Czech statistical institution and current literature covering the issue.

Secondly, to identify attributes that women business leaders have and to determine their specific leadership style. Also comparison to male leadership style will be covered.

Lastly, it is necessary for the aim of this study to establish, what the perception of employees about women business leaders and their attributes is. This way it will be possible to provide recommendations to support higher emergence rates of women leaders.

1.3 Outline

First chapter includes the insight into chosen topic of the dissertation. It is followed by the literature review, where different leadership styles and the link between leadership and tight culture are described. Moreover, the description of the tight culture and loose culture is provided. Lastly, all of the provided information is set in the context of women leaders in the Czech Republic. The aim of this chapter is to provide necessary theoretical information in order to be able to conduct the practical research.

The third chapter includes the methodology. It presents a chosen method to examine employee's perception about women business leaders. Also, there are discussed the advantages and disadvantages in order to provide full information about the research conducted in this dissertation.

Analysis of the gained data is provided in the next chapter. It includes all the responses provided by participants together with graphs and tables to show the outcomes clearly. The fifth chapter is focused on the discussion about collected data and implication that can be taken from the results. Also, there will be provided recommendations concerning the topic.

Lastly, the sixth chapter concludes all the findings of this dissertation and summarizes the idea behind the research.

2 Exploring theoretical background about women as business leaders

The aim of this paper is to discuss the issue of women business leaders within the Czech Republic, what is the perception of employees about them is like, how they lead followers and what the influence of the tight culture on women business leaders is.

It is necessary to provide theoretical background to gain understanding of this topic. This chapter is divided into several parts. Firstly, the issue of culture and particularly tight culture will be addressed. Then, the leadership theories will be discussed. Finally the specifics of women leaders in the Czech Republic is discussed.

2.1 Culture

2.1.1 Defining culture

Culture is an abstract word, it is dynamic and the definitions are thus individual for different scholars. One of the simplest definitions is that culture is a way of life specific for a group of people (Harvey, 2015). The Oxford English Dictionary defines culture as “customs, ideas, and a social behaviour of particular people or group” (Soanes and Stevenson, 2006, p. 349). On the other hand, Kumar, Anjum and Sinha (2011) present culture as, *inter alia*, norms, believes, values, symbols and traditions that are acquired by learning and are unique for a group of people. One of the names that need to be mentioned while discussing culture is Geert Hofstede. Hofstede is a Dutch social psychologist who is known to be the “father” of modern cultural research. Hofstede defines culture as “the collective programming of the mind that distinguishes the members of one group or category of people from others” (Hofstede & Hofstede, 2005, p. 4). He among others stresses the collective nature of culture, since it is always at least partly shared with a group of people and is learned rather than inherited.

Every person is shaped by culture. Hofstede and Hofstede (2005) present culture as kind of mental software that influences individual. Figure 1 shows the levels of mental programming.

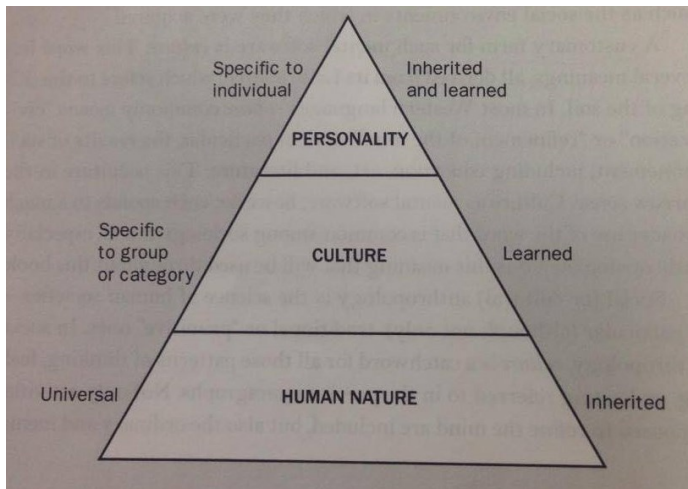


Figure 1: Three Levels of Uniqueness in Mental Programming

Source: Hofstede & Hofstede (2005).

2.1.2 Examining culture

It is clear that cultures are not same and have a lot of differences. Although, one might observe certain similarities among them. Hofstede & Hofstede (2005) stress that cultures response differently to occurring issues. Due to these different responses, cultures can be grouped by the similar point of view. There are numerous ways how to categorize cultures. One of the most popular ones is Hofstede's five dimension model. He introduced the dimensions of individualism versus collectivism, uncertainty avoidance, masculinity versus femininity and power distance. Later on was added the fifth dimension called long-term versus short-term orientation was added. This model belongs to the group of models which examine values. Using value based models in cultural and organisational research is phenomena in this field. Nevertheless, Gelfand, Nishii and Raver (2006) disagree with these models and stress that values are intuitive and lead to measurement on individual level rather than whole society. Mittal (2015) comments further on this issue and underlines the need for examining strength of norms and level of sanctioning the deviations within society. It is the external aspect that needs to be taken into account. Scholars thus see the model of cultural tightness beneficial and accurate. Moreover, Pelto (1968) determines that cultural tightness and looseness are applicable to all geographical areas. He also stresses the complexity of the model in including ecological factors such as population density and its influence on cultural tightness.

Therefore, the concept of cultural tightness and looseness is used in this paper. It is especially beneficial to use this model while examining certain society (Pelto, 1968). Cultural tightness and looseness is not a new concept, the ideas are dating back to 1960s (Uz, 2015). And since then many scholars were developing the theoretical aspect of it (Pelto, 1968; Uz, 2015). Gelfand, Nishii and Raver (2006) define cultural tightness and looseness as “the strength of social norms and the degree of sanctioning within societies” (2006, p. 1226). The norms in tight culture are strict and people resist change. On the other hand, loose cultures are open to change, norms are not so strictly upheld and the tolerance for deviance is higher (Harvey, 2015). Czech Republic is representing the tight culture (Harvey, 2015; Uz, 2016). Harvey (2015) argues, that in tight culture countries it is hard for women to succeed as leaders. The emergence of women leaders is lower due to cultural prejudice towards them. Therefore, while examining the position of women leaders one has to find out what leads to these constraints and what are the implications tight culture has.

2.1.2.1 Tight Cultures

As noted above, cultural tightness refers to two key issues. First is the strength of cultural norms within society and secondly the level of sanctioning deviance from these norms (Gelfand, Nishii and Raver, 2006). The members of the society need to behave according to the norms. If they do not, they are punished. Countries scoring high on cultural tightness are, *inter alia*, Norway, Pakistan and Japan. The members of the tight cultures tend to be more predictable, strict and more effective while working with strict plan (Toh and Leonardelli, 2013).

The reason why there are some cultures recognised as tight is mostly historical. Pelto (1968) examined the sample of 30 societies in 1968 and found out that as tight ones might be labelled North America Hutterite communities, Japanese and Pueblo societies, etc. He also notes that for instance the existence of blood brotherhood within society is a characteristic of tight society.

Pelto (1968) in his research determines that there are at least three elements that lead to shaping tight culture, population density, kinship system and degree of dependence on food crops.

While examining the degree of dependence on food crops he identified the agricultural and on the other side, hunting societies. Loose societies emerged from hunting societies. On the other side, the agricultural societies are more likely to be tight (Mittal, 2015), as they had to require strong norms in order to produce food. These agricultural societies had strictly defined roles and there was almost no room for improvisation. Due to the techniques of growing and harvesting crops, there was a great need for coordination of people (Pelto, 1968). Moreover, Gelfand et al. (2006) discovered that individuals in tight agricultural groups had less psychological differentiation.

Pelto (1968) discovers the relationship between population density and tight culture. He notes, that if people are highly concentrated in small area, they tend to have tight culture characteristics. To sustain functioning of such group, they need to have strict norms and minimum friction.

Lastly, he presented the link between cultural tightness and looseness and kinship systems. The kinship system can be either unilineal or bilateral. In unilineal system is ancestry traced strictly through male or female ancestors, this implies that the society will be a tight one. On the other hand, bilateral system, where both male and female line is equal, will be loose (Pelto, 1968).

Uz (2015) presented framework which complements the elements presented by Pelto (1968). She debates the prerequisites that lead to cultural tightness. Figure 2 shows, what the characteristics and interactions between each aspect are. Using this framework, one might measure the actual tightness of a chosen society.

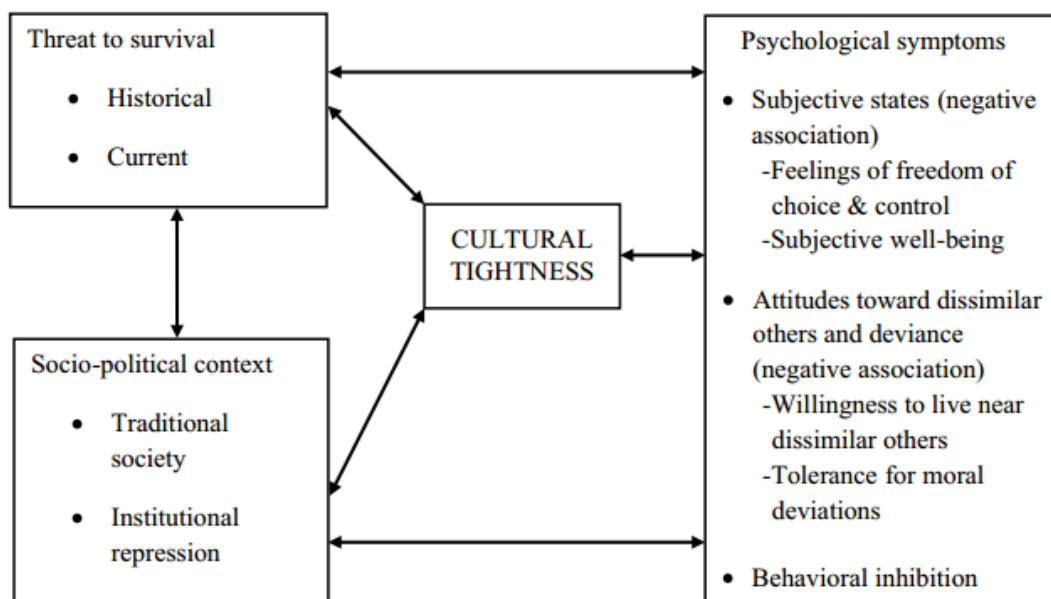


Figure 2: Framework of cultural tightness

Source: Uz, 2015

Uz (2015) argues that tight cultures were exposed to multiple survival threats. These threats include wars, terrorism, natural disasters, political instability and much more. The more threats occur, the lesser is the chance for people to survive. This leads to the need of having strict norms and sanctions. The life expectancy is an aggregate measure of threats to survival.

The socio-political context includes the traditional society and institutional repression. Uz (2015) stresses that tight cultures are very traditional and repressive. She implies that “the greater institutional repression is, the tighter a society is” (2015, p. 323). Concerning the current political arrangements, tight cultures are less likely to have freedom of press, democracy, economic freedom, etc. Usually, they either have or had some kind of military control in the past.

Psychological symptoms focus on the individual characteristics. People in tight culture tend to have less control and freedom of choice due to the strict norms they have to follow. The population is homogenous in such culture (Pelto, 1968), so people are not willing to live near citizens with moral deviations or dissimilarities. Personalities in tight society are less variable and the conformity is viewed as asset. Uz (2015) moreover debates the attitudes of individuals towards innovations and challenging the status quo. Tight culture is in its very nature sceptical to change. And since innovations bring change, it is being argued that cultural tightness is negatively correlated with innovation.

2.1.2.2 Individualism-Collectivism versus Cultural Tightness

Scholars throughout the years examine relations between individualism versus collectivism and cultural tightness (Mittal, 2015; Pelto, 1968; Uz, 2015). The study conducted to explore correlation between cultural tightness and looseness and individualism-collectivism showed, that these two are only moderately correlated. To be precise, just $r = 0.44$ (Gelfand et al., 2006). Mittal (2015) in his study compares these two models and presents four types of correlation between these two models. Countries can be individualistic and tight (e.g., Germany), individualistic and loose (e.g., New Zealand, United States), collectivist and tight (e.g., Japan, Singapore) or collectivist and loose (e.g., Brazil).

Even though these two concepts are different, it is sometimes beneficial to use them together in order to gain deeper understanding. The cultural tightness shows the external influences. On the other hand, collectivism versus individualism can provide deeper insight into the opinions of individuals (Gelfand et. al., 2006).

2.2 Leadership

2.2.1 Defining leadership

There are multiple ways how to define leadership, Northouse admits that there are “as many definitions of leadership as there are people who have tried to define it” (2016, p 2). Leadership can be found in every aspect of people’s lives. From the sport to businesses and family (Bass & Riggio, 2006). In this paper the definition proposed by Northouse (2016) will be used as it is up to date and well structured.

“Leadership is a process whereby an individual influences a group of individuals to achieve a common goal.” (Northouse, 2016, p 6)

This definition consists of four parts. Firstly, scholars mention that leadership is a process (Northouse, 2016; Uhl-Bien, 2006). Leadership is about interaction between the leader and followers. Both sides are influenced during the interactions. Howell and Shamir (2005) comment that both leader and follower mutually determine the relationship and its quality. Secondly, the involvement of influence is stressed (Mittal, 2015). Without influence, there is no leadership. The focus of leader is on developing those below him, thus new leaders can occur at any level. Leader affects, inspires and develops followers. Next, the definition states, that leadership is defined between individual and a group of people. It is about influencing a group of people who have common aims. Lastly, the dimension of common goals is discussed. Leader and followers work together in order to achieve goals. Mittal (2015) notes that modern leadership theories recognise the new leadership practice which is not just “give and take” to achieve a goal but it often results in the performance beyond expectations.

To conclude, leadership is about influencing and directing others. As John Maxwell quoted “A leader is one, who knows the way, goes the way, and shows the way” (Kruse, 2012).

2.2.2 Leadership styles

Leadership involves activities such as planning, controlling, motivating and organizing. To execute these activities leaders have to develop action plans, listen to their followers, provide feedback, develop employees and take care of their rewards or punishments. Leadership styles refer to what extend leaders demonstrate these behaviours. They are function of personality and values of a leader or so called personal characteristics. The development of personal leadership style is an ongoing process, which consists of mentoring, observing, and participating in specific managerial situations. Effective leaders are able to vary their leadership style to manage situation (Valerio, 2010).

There are multiple ways how to categorise leadership. Spreier, Fontaine and Malloy (2006) present six leadership styles identified from their research.

The *directive* style, which is sometimes referred to as autocratic, is very effective during crises. The leader is highly authoritative and uses command-control behaviour. Employees need to follow strict rules while performing task (Valerio, 2010). Leader provides all the information of how the task should be done, when it needs to be finished and what the punishment for failing is. As mentioned above, this style is effective during crises and is favoured by high achievers while working under pressure. Although, in long run, this leadership style leads to less initiative and lowers creativity (Spreier et al., 2006).

Visionary style is also authoritative but the leader gains support by expressing the goals in the relation to vision of company. Employees are thus more committed, energized and goal oriented. This leadership style is very efficient while employing new vision or direction (Valerio, 2010). When the leader is viewed by followers as an expert in his field, this style is highly admired (Spreier et al., 2006). Although, visionary style is not useful when leader is not viewed as credible.

Next leadership style is called *affiliative*. It emphasizes the employees and their wellbeing. Leaders using this style focus on maintaining relationships and are very successful in putting diverse groups together (Goleman, 2000). Even though this leadership style is very useful when managing employees who are under stress or having a personal crisis, it is seldom effective on its own. This leadership style should be combined with coaching, participative or visionary style (Valerio, 2010).

Participative or formerly called democratic style is highly collaborative. Participative leader allows employees to have their own voice (Valerio, 2010). Nevertheless, Goleman (2000) declares that participative style has low impact on organisation. It is only effective if employees have absolutely same knowledge as leader. Otherwise, it creates confusion and endless meetings. The responsibilities and work load are in the hands of followers.

On the other hand, in a *pacesetting* style a lot of work is done by leaders themselves. They use examples in order to achieve excellent outcomes (Spreier et al., 2006). Valerio (2010) advises to adopt this style in times when quick results are needed. In long term, this style can lead to burnout of leader and demotivation of followers because they tend to be overwhelmed with such a demand for excellence (Goleman, 2000).

Finally, the *coaching* style will be discussed. This leadership style is not really task oriented. The focus is put on employees and their long-term development through mentoring. Valerio (2010)

argues that every leader should have this style in their repertoire as it is useful in most managerial situations. However, Spreier et al. (2006) argue that this approach is underused. The reason of that might be that this style is preferably used under low-stress circumstances (Goleman, 2000).

While applying this theory to the topic of this paper Valerio (2010) argues, that women tend to adopt more participative leadership style and men use directive style.

In the recent years there was a shift from the leadership styles based on command-control towards the collaborative and influence types. There is emergence of coaching, visionary and participative styles. As stated before, leader should be able to use multiple leadership styles when necessary. This is why since 1980s the “New Leadership” paradigm is emerging (Northouse, 2016). For this paper the so called transformational leadership is especially important, which emphasize all the necessary behaviours leader should have in the 21st century, such as charisma and effective elements of leadership. In order to fully understand transformational leadership, it is necessary to know the concepts mentioned above which are associated with transformational leadership. It incorporates visionary, participative and coaching leadership styles and all the characteristics of these mentioned above. It is a style that focuses on transforming the followers through care and inspiration.

Scholars (Harvey, 2015) argue, that transformational leadership is the most effective leadership style for 21st century. Harvey (2015) stress the advantages of transformational leadership in fostering innovation and leading change. Moreover, Bass and Riggio (2006) highlights the applicability of this model all around the world regardless the culture. Multiple studies showed that women are more transformational then men (Harvey, 2015).

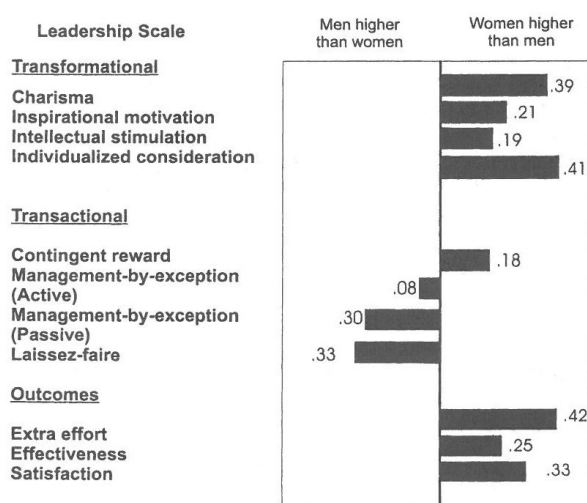


Figure 3: Women are more transformational and more effective

2.2.3 Gender and Leadership

2.2.3.1 Social Evolution

When taking into consideration the chosen topic of women leaders, Toh and Leonardelli (2013) debate the theories of social evolution and its implications on leadership. Humans always formed groups and tribes. In such a groups the informal leaders naturally raised as it was beneficial for coordination and protection (Van Vugt, 2006). Although, men and women played different roles in the tribes of first man. Toh and Leonardelli (2013) argue that masculinity is considered more leader-like and present the ancient reason for it. The early man societies had the tradition of hunting and gathering. In this society, men were hunting and protecting women. With the discovery of fire the difference became even bigger. Men had to protect the cooked food from threat and the job of women was minimised to cooking and they were dependant on men.

This can be further explained using the male warrior hypothesis. As the groups of first men emerged, there was a new need for dealing with intergroup threats. Leaders were needed in order to respond to threats from other groups. As these informal leaders emerged, they were physically strong warriors who had tremendous influence on the group. Those leaders were also known as “Big Man” (Van Vught, 2006). With the social domination they were able to make competitive choices, cooperate and contribute to the group welfare. Men were the ones solving intergroup issues. On the other side, women were not affected as much by these problems. When facing threat women tend to befriend the enemy. Women were shaped by the need of protecting offsprings and by creating social networks (Van Vugt, 2009).

All this led to the assumption that men are more likely to be effective leaders. Mostly, while facing threats it is a universal opinion that men are viewed as leaders and women are not (Toh and Leonardelli, 2013).

These are the historical expectations of women and men. It is argued that nowadays the need to protect and fight the threats is not relevant. In the 20th century there were huge changes in legislation and status of women. Agricultural economy shifted towards industrialisation and there was not need any more for men to be the strong figure. It led to the change of traditional labour stereotypes. With new job opportunities that did not require strength but more of verbal and cognitive skills, women were able to enter the job market (Valerio, 2010).

Although, as noted before the tight cultures are very resistant to change. In such societies, women are still not considered leader-like. This leads to a small number of women business leaders together with low emergence rate of new women leaders (Toh and Leonardelli, 2013).

2.2.3.2 Men vs Women

There are many differences between men and women. From the obvious biological differences to historical and social ones. It is usually culture and society that are shaping the gender roles.

To continue with the theory of social evolution, Helgesen (1995) captures the differences of work tasks between men and women. She comments on the nature of women work which is all around the world cyclical and never ending. That can be applied in all aspects of women life, from motherhood to professional career. The origins are in the hunter-gatherer societies. As noted in previous sections, men were hunters. They gathered once in a while to go for a big kill. This was a specific event with a climax, which did not repeat for some time. Thus men enjoy the achievement of the event. On the other side, women were planting and gathering which needed to be repeated constantly. Women had to focus on the process itself and thus they gained pleasure from the actual work. Hence, there are behaviours that are perceived as feminine and also those which are believed to be masculine.

Men tend to be more task oriented and thus adopt autocratic leadership style. This also had an influence on the last generation of female leaders, as they had most of the time men with those attributes as role models.

Although, the way how leaders act, whether in masculine or feminine way is not necessarily gender related. Man leader can in certain situation use principles of feminine leadership, and *vice versa*. Thus, there should be same opportunities for men and women.

2.2.3.3 Women in business

The question of what is different in the leadership style of women needs to be answered. As mentioned in previous chapters, women have a significant leadership style which emerged from the social evolution and the roles women played throughout the years.

Even though, the number of women in organisations, government and elsewhere is increasing, there is still their underrepresentation in top level leadership positions. On the other hand, the acceptance of female leaders is rising. In today's globalised world the emphasis is put on the empowerment of followers, relationship between leader and follower and the transformative approach. All of these together with flattening of organisational hierarchy are very promising for female leaders. The future is seen in the transformational leadership and there is strong evidence, that women as a group are much more transformational than men (Bass & Riggio, 2006; Harvey, 2015).

Zenger and Folkman (2012) conducted a study to examine 16 competencies that define outstanding leadership. Result was that women not only excel in traditional female nurturing competencies, but also did really well on male strengths and so called hard skills. Harvey (2015) agrees that women are very effective at harmonising both powers in their leadership behaviour.

Helgesen (1995) examined the patterns of successful women business leaders and found, *inter alia*, that women when performing unscheduled tasks did not see them as interruptions. Women leaders tend to be more accessible to their followers, they share the values of caring, being involved and responsible and helping others. They focus on sustaining good relationship and thus see the unscheduled encounters as a part of the work flow. In the nature of women behaviour, they also put effort into keeping their work hours because for them the life is not just about work as they usually need to balance it with family. Moreover, Helgesen (1995) notes that women are much better at seeing the long term goal and see the bigger picture. Also, female leaders are according to her research better equipped to apply multiple style of leadership as they can see their identities as complex and multifarious.

The number of women business leaders is slowly growing and will definitely continue to grow in the future. Nevertheless, the emergence of women leaders should be much higher since women style of leadership is so beneficial in today's globalised world.

2.2.3.3.1 Issues women leaders face

- Stereotyping

There can be found many stereotypes while talking about leadership. The prejudice is that men take charge and women take care. Men are stereotyped with a personality traits such as independence, rationality, assertiveness, confidence and decisiveness. All of these present the old style of leadership where to be a leader an individual had to be tough and masculine. Even though this view of leadership is increasing, the gender stereotypes are still an issue. They lead to biased judgements, prejudice and put pressure on women to be more masculine (Northouse, 2016). Bass and Riggio (2006) demonstrate, that one generation ago in order for women to be successful as a leader, they had to adopt masculine behaviours. Few women who were able to penetrate the glass ceiling were only able to do so through behaving like a men. Although, as noted above women usually do not possess such characteristics and their behaviours are more focused on helping, caring and preserving partnerships.

- Lack of female role models

Drury et al. (2011) note that negative stereotyping in industry can influence the number of female role models and thus the number of emerging women business leaders. Role models have a great influence on shaping women behaviour. First role models are parents, as discussed later in this section, ideas and norms that parents set up for their children are very important. Thus, members of one generation have a great influence on the next generation.

- Lack self-assurance and confidence

The issue with confidence is that women also do not see themselves as leader like. Moreover, in tight culture countries, where is pervasive believe that men are more leader-like, women tend to cede the leadership role to men (Toh and Leonardelli, 2013). A Hewlett – Packard study showed that women only apply for promotions when they believe they reached 100% requirements for the job. In contrary, men applied when they thought they met 60% (Harvey, 2015). This is a great example of the barrier women make for themselves. It affects the ability to get promotion, fair compensation and evaluation.

2.2.3.3.2 Generations

Different people have different view of the world. Although, members of each generation share some similar characteristic that are important for the change in culture. Valerio (2010) presents the concept of three generations currently present in the labour market (as can be seen in figure 4). Generations in this paper are discussed in the context of the Czech Republic.

Definitions: How are the generations defined? ¹⁰	
In the 2005 brief by the Families and Work Institute, "Generation and Gender in the Workplace," the generations were defined as follows:	
Generation	Years of Birth
Baby Boomers	1946 through 1964
Gen X	1965 through 1979
Gen Y	starting in 1980
The Gen X and Gen Y employees are increasingly the children of working mothers and the children of the downsized generation.	

Figure 4: Generations defined

Source: Valerio (2010)

- Baby boomers

Generation of baby boomers spent most of their productive life in the strong communist regime. They were not able to communicate with the outside world and were shaped by the ideas of the regime. Men and women were promoted by the regime as equal, although woman was still supposed to be in the first place mother and carer of the household. They thus are not expected to be very supportive towards women leaders.

- Generation X

Generation X likes to work because when in the 90's occurred business opportunities they saw it as a great potential and were not afraid to work overtime and sacrifice their free time. People born in this years while trying to build a career did not have a competition, thus many managers and leaders are now experts in their fields and are well known.

This generation prefers stability, security and long-term value (Bohata, 2014). Even though they are more open and optimistic than baby boomers, they still grew up in the communism and thus show conservative nature towards women.

- Generation Y

They are searching for the meaning of life and are focused on higher goals than just work (Bohata, 2014). This generation tries to sustain a work-life balance, It is assumed, that generation Y will be open towards women business leaders as they overall want equality and happiness. Also, there is seen rise of men in this generation who are taking care of the kids (Valerio, 2010).

When speaking about leadership, authoritative leader will not impress them. Only time when they will see this leader as effective is when he is a role model and expert in his field. This generation is loyal to the admired ones (Bohata, 2014). They prefer discussion about topic thus more democratic leader would be more appreciated. Here can be seen that the opportunity for women to succeed is tremendous. This generation who want equality and want more democratic leader should be fertile for the emergence of women leaders.

2.3 Women leaders in tight culture Czech Republic

In the sections above were mentioned the issues of cultural tightness, differences between men and women, leadership styles, etc. Hereinafter, will be discussed the specific case of Czech Republic which is representing tight culture country. Hofstede stresses that understanding the culture leads to the understanding of differences in thinking of leaders and followers. He states that only in this way it is possible to come up with solutions that work worldwide (Hofstede & Hofstede, 2005). But as explained in previous chapters, women in tight cultures are viewed as not leader like. It is hard for them to emerge not just because the followers do not see them as leaders but also because women do not themselves as leaders. This is due to strong gender stereotyping and the low tolerance to variation from female prototype in culturally tight countries (Harvey, 2015).

In the Czech Republic this cultural tightness thus leads to resistance towards changing the view that leadership is masculine. This chapter will provide explanation why is that and state specifics of the Czech Republic.

2.3.1 Case of Czech Republic as tight culture country

The population of Czech Republic is 10 546 120 and 51% are women. The Czech society is referred to as a part of post-communist societies which emerged after the collapse of Soviet Union. In such a societies the view of women was strongly influenced by the political system. Communist government in Czech Republic granted the equality of men and women. Nevertheless, women were still supposed to take care of the household and children (Crompton, 1997). As Hoyt and Simon (2011), stress women are the part of society which historically occupied the non-dominant position relative to men. Such a perception lasts till the current time. Evident from this description, the effect of cultural tightness in this case is that it more strongly implement the practises and norms that are characteristic for a nation. And even though, there is a world wide effort for gender equality, the tightness of culture can lead to resistance to changing the norms (Toh and Leonardelli, 2013).

Czech Republic was according to Globe research put to “Eastern Europe” cluster. Together with Hungary, Bulgaria, Romania, Slovakia, Poland, Lithuania, Latvia, Estonia, Serbia, Greece, Slovenia, Albania and Russia, they are the representative sample of such called tight-culture countries. These countries share a lot of similarities, not just historically but also culturally.

2.3.2 Limitations specific for Czech women

2.3.2.1 Part time working and gender pay gap

Czech Republic has one of the lowest percentage of women working part-time. The reason is that the salary in Czech Republic is relatively low and for household to be sustainable in financial matters, it needs two people working full-time. As we can see in figure 1, the annual wage of women in Czech Republic only reaches up to 75% of the salary of men. Moreover, the Czech government do not support family friendly policies, nor care too much about work-life balance. Taking this into consideration, some women might be discouraged from developing career opportunities. Especially women with small children. The duration of maternity leave is very generous, can be up to 3 years. Even though, financial support is really low, it is still worth for high number of women to stay at home with their kids. It is simply not worth it to work full time for such a modest salary, when you also have to pay for the childcare services. Similarities had been found within the UK. In the research conducted by Durbin and Tomlinson (2014) many women managers mentioned few opportunities for careers progression.

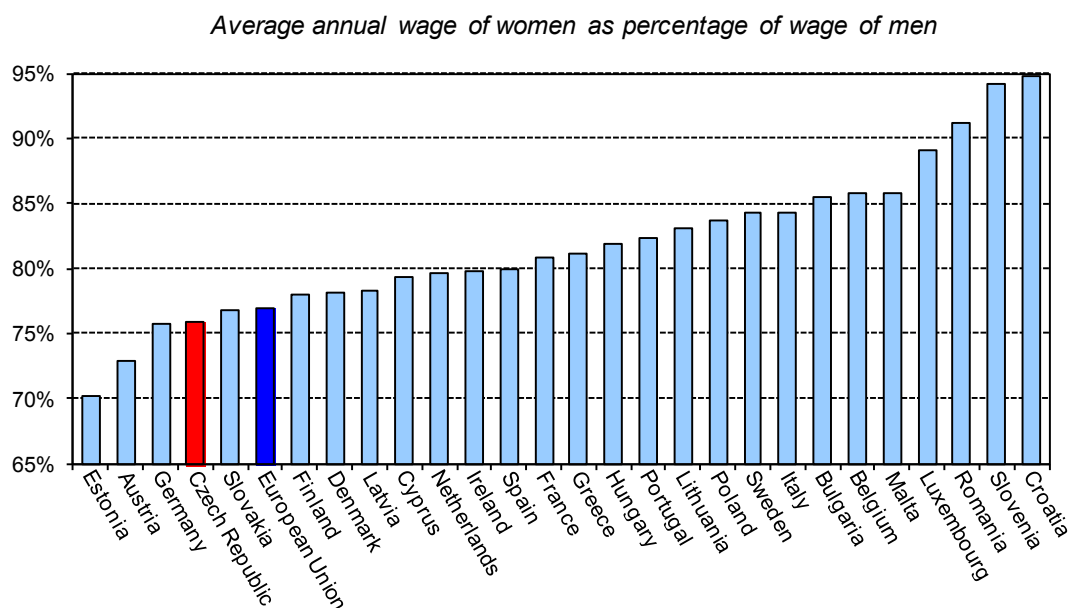


Figure 5: Average annual wage of women as percentage of wage of men

2.3.2.2 Industrial nature of Moravian-Silesian region

Czech Republic was one of the most developed countries in Europe, mostly before the First World War. But the conflicts, wars and later on communist regime changed this fact. Czech Republic was closed country for decades. But it has strong industrial history and in fields like engineering and heavy industry, is Czech Republic very successful. Moravian-Silesian region and its capital Ostrava, is referred to as the steel heart of the Czech Republic. With many factories and coal mines,

the sector was always very male dominated. With a prevalence of men in the industry, it is possible that women leaders in such a situation will display a leadership styles which would be normally associated with male leaders, in order to fit into societies perception. They use the desexualisation as a coping mechanism towards stereotypes and the typical female leadership style is suppressed and even seen as unprofessional (Singh, Vinnicombe & James, 2006). Moreover, Drury, Siy and Cheryan (2011) note that negative stereotyping in industry can influence the number of female role models and thus the number of emerging women business leaders

2.3.2.3 Gender quota

As noted before, the gender equality is a discussed all around the world. Especially within the European Union the lower percentage of women as a board members and leaders is seen as a big problem. The EU Justice Commissioner Viviane Reding pushed in 2011 for companies to sign the Women on the Board Pledge for Europe, which stated that by 2015 there were supposed to be 30% of women in the boards of those companies (European Commission, 2012). At that time it provoked passionate debate.

KPMG (2012) was researching the opinion of Czech population about the 30% quota. Only 19% of subjects agreed, 56% percent was against the quota. Positive aspect was, the people accepting the quota agreed, that there should be 50% of women board members in the company. But the only 19% agreement was shocking, because the importance of mixed teams of men and women is tremendous. It brings effectiveness, new ideas, etc. (KPMG, 2012).

2.4 Conclusion

In this section was provided the necessary theoretical background in order to understand topic of this dissertation. Some assumptions have been made from the theoretical research. First one would be that the members of generation Y will be accepting women leaders and their leadership style. Secondly, that the Czech society and especially employees in the Moravian-Silesian region will be representing the ideologies of tight culture. Also topic concerning quotas is very important while examining the perception of employees towards women leaders.

3 Research on attitude towards women business leaders

3.1 Methodology

3.1.1 Introduction

The purpose of this chapter is to justify chosen data collection method and to provide necessary explanation of how was reached the decision to use selected research method. It is necessary to provide clear information concerning the theoretical background to support the decision of author (Biggam, 2015).

This research was conducted to answer the main objectives of this paper. Mainly, the research needs to focus on the aim of this study which is to assess position of women business leaders in a tight culture country such as Czech Republic. The literature review identified a resistant attitude of tight culture towards women business leaders. Third objective takes this theoretical background and compares it with the current perception of Czech employees.

The development of this research was developed using the Research Onion (Knox, 2004). The Research Onion provides an overview of what should be explained in this chapter. Before deciding the choice of data collection Saunders, Lewis and Thornhill (2009) argue that, just like onion, certain layers need to be peeled away by what they mean to depict the issues. Using this method is also beneficial in order to present well-structured methodology section. Firstly, there will be discussed the research philosophy and which one was chosen for the purpose of this paper. Secondly, the differences between deductive and inductive approaches will be addressed. Next part will be focused on research strategies, predominantly on survey which was chosen for usage. Time horizon and data collection will be described briefly and lastly, the limitations will be mentioned.

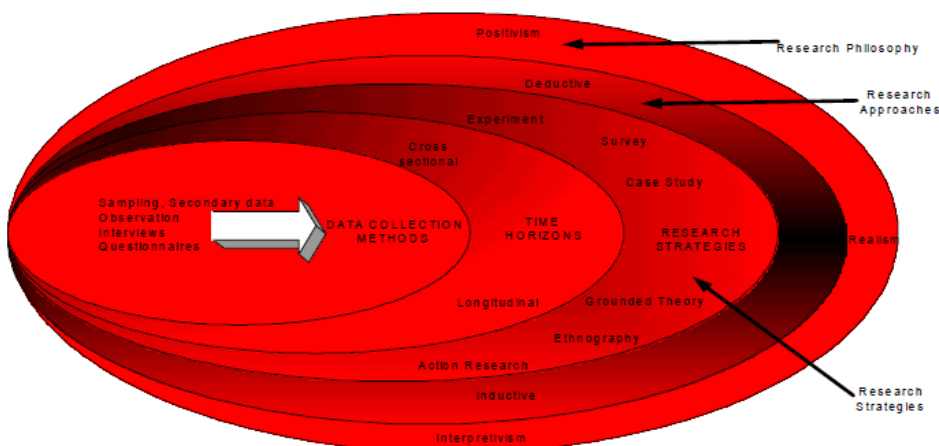


Figure 6 Research Onion

Retrieved from Knox (2004)

3.1.2 Research Philosophy

The research philosophy or so called paradigm is a framework that guides us through the research (Collis & Hussey, 2014). It shows how research should be conducted based on development and nature of knowledge. The research philosophy contains assumptions about the authors' view of the world (Saunders et al., 2009) and consider, what the acceptable knowledge is. Saunders et al. (2009) define three research philosophies, pragmatism, interpretivism and positivism. Although, in most literature scholars define only the approaches of positivism and interpretivism (Biggam, 2015; Collis & Hussey, 2014).

Nevertheless, pragmatism admits that both qualitative and quantitative measures are possible during research. It puts the most importance on the research question and somehow allows to adopt both positivism and interpretivism or neither of these two. Saunders et al. (2009) highlight the advantages of this philosophy as they see the research as continuum.

The two most discussed paradigms are interpretivism and positivism. Positivism emerged from the natural sciences. It specifies that social reality is objective, external and most importantly that there is only one reality. Positivists try to stay independent and objective as well with their passive voice and distance from the study. On the other hand, interpretivism arise as a response to positivism. It assumes that the reality is objective and human behaviour is changeable. Researcher also uses inductive approach.

For the purpose of this study, the chosen approach is positivism. The observed reality is a concrete structure and this paper focus on providing objective and precise data. Also, as Collis and Hussey (2014) debate, positivism allows generalisation of results from the sample to the culture. Which is necessary while making assumptions from the sample of employees towards the whole population of Czech Republic. Biggam (2015) moreover states, that term positivism is sometimes substituted with term quantitative research as it will later be explained, is also used in this paper. Although, the qualitative data in this dissertation is dependent on how human perceive reality, the author due to how the data is measured and interpreted, advocates the positivist approach.

3.1.3 Research Approach

As pictured in the research onion there are two approaches researcher might adopt. Deduction approach where one first develops theory and potentially hypotheses and then design the research to test them. On the other side, inductive approach which develops the theory from data analysis. These approaches can be also linked with previously mentioned research philosophies. Deduction is approach often used by positivism and induction by interpretivism (Collis & Hussey, 2014).

In this paper the approach of deduction is used. Deduction implies a scientific research which tests the theory. Saunders et al. (2009) mention the five stages of deductive research, by using them it can be justified why author chose this approach. The stages go as follow:

1. First stage is finding the hypothesis from the theory. In this case, author first conducted literature review of women business leaders in tight culture and also reviewed the literature concerning Czech Republic. Author was then able to deduct a hypothesis and relationship between variables.
2. Second stage is expressing how the concepts and variables will be measured, which is provided later in this chapter.
3. Then follows testing the hypothesis which include the actual research of this paper.
4. Lastly, the analysis of outcomes takes place. Its outcome is either confirmation of the concept or it indicates need for modification.
5. As a fifth step there might be the modification of theory in case the analysis did not confirm the hypothesis.

In this thesis the first stage was structured literature review from which the focus was moved to the data. Moreover, the quantitative collection of data is used which refers to the deduction approach as Saunders et al. (2009) stress.

3.1.4 Research Strategy

Research strategy refers to intended strategy author employs to complete empirical study (Biggam, 2015). It is necessary to choose appropriate strategy to answer research objectives. There are multiple research strategies researchers can adopt. For instance, Saunders et al. (2009) discuss seven basic strategies, experiment, case study, research, archival research, grounded theory, ethnography and action research. Collis and Hussey (2014) add the hermeneutics, participative inquiry and feminist strategies.

From all these strategies it was necessary to adopt the most suitable one for the aim of this paper. The first selection was done based on the positivist theory chosen by author. Collis and Hussey (2014) provided a list of research strategies associated with the positivism, which were experimental studies and surveys. All others are associated with interpretivism. Since experimental study is beneficial for conducting research on individual level and as Collis and Hussey (2014) state it is very difficult to do experiments in business setting, the experimental study was excluded.

3.1.4.1 Survey

Survey was chosen due to its relation to positivism, deductive approach and quantitative data. It has many advantages for the researcher to use survey. For instance its cost and time efficiency. It allows researcher to generalise data to the population and gives researcher control over the process. Survey allows collection of large amount of data from a sample of population. The data is standardised and thus easily comparable. Other positive aspect is that the data collected is independent and there was no need to depend on others for information. There are multiple ways how to conduct a survey, *inter alia*, personal interviews, telephone interviews, postal questionnaires, email questionnaires or group questionnaires. Although, some of them might be more time consuming than the others, all of them are very beneficial (Biggam, 2015). The questionnaire is the most popular method of collecting data, this is also why it was chosen to use it in this paper.

On the other hand, there are also some aspects of surveys that are difficult. Saunders et al. (2009) stress that the data collected is likely not going to be as wide. This is caused by many reasons. For instance people are not willing to spend long period of time answering the questionnaire, this leads to limitation of questions that can be asked. They also admit that with using survey there is great capacity to do it badly.

3.1.5 Time Horizon

The important question needs to be answered of over what period of time will the research take place. The decision needs to be made to serve needs of the research question. It either can be examined at a particular time which is then referred to as the cross-sectional study or the research can be taken over long period of time as the “diary” perspective, which allows researcher to study change and development. This study would be called longitudinal.

Due to the time constraints of this study it was chosen to adopt cross-sectional study. The problem of time constraints is also mentioned in the limitations section hereinafter. It allows researcher to study particular phenomena in our case the perception of employees towards women business leaders at a certain time. Cross-sectional studies are usually used while using survey method and quantitative analysis.

3.1.6 Data Collection Method

There are multiple ways how to collect data while using the survey strategy. Biggam (2008) recommends using interviews or questionnaire. Denscombe (2014) adds observation and documents as a data collection method.

Interview is a method of collecting data where is usually small amount of people asked what they do, how they feel or what they think about certain phenomena (Collis and Hussey, 2014). It usually provides qualitative data which is not relevant for the purpose of this dissertation. Moreover, due to time constraints it would be impossible to interview sufficient amount of participants. Other limitation was the nature of question. After consultations it was clear that participants while answering gender related questions prefer to remain anonymous. Documents and observations face the same problem as interviews concerning the sample. They focus on small amount of people and thus provide insufficient data for this research.

3.1.6.1 Questionnaire

For analysing the perception of employees about the women business leaders and their attributes will be thus used questionnaire. It is a method how to collect primary data of larger amount of respondents, who are asked set of questions in the predetermined order (Saunders et al., 2009). The questions should be structured and tested before the distribution to the respondents. The aim of questionnaire is to find out the opinion of participants towards the research question. Questionnaires can be either self-administered, where the respondent is completing questionnaire himself or interviewer-administered where answers are recorded by researcher (Saunders et al., 2009).

Even though it is beneficial for this study to use questionnaire, Collis and Hussey (2014) discuss the issues which might arise from using it. Except for the problems associated with survey method, they mention the issue of questionnaire fatigue and non-response bias. The questionnaire fatigue refers to the unwillingness of participants to answer questions, because they are upset about the request.

3.1.6.2 Quantitative versus qualitative data

When conducting a research one must distinct between the qualitative and quantitative data. Qualitative data are providing meaning which is expressed through words. It is linked to the deep exploratory studies which have the opportunity for quality responses. On the other hand, quantitative data is gained by measurement and quantities. The meaning is acquired through numbers and results in standardised data. The analysis is conducted through, *inter alia*, tables, statistics and diagrams (Biggam, 2008; Saunders et al., 2009).

Although, Biggam (2008) disagrees that research have to be either quantitative or qualitative. He advices to include both methods and stresses that it is a common mistake done by students to assume that research strategies are equate to either quantitative or qualitative. For instance, survey used in this paper suggests a quantitative study. Nevertheless, the research done in this paper is overall quantitative and the analysis is conducted by measurements and standardised data, there are still questions that are focused on gaining qualitative data from employees. In order to address the aims and objectives of this dissertation, it is necessary to include both qualitative and quantitative data.

3.1.6.3 Population

One of the objectives of this research is to examine employees' perception towards women business leaders in Czech Republic. Thus the population concerns all employees currently working in Czech Republic.

To define population, it refers to the number of people witch can be considered for statistical purposes (Collis and Hussey, 2014). In this paper it includes all the employees of companies in Czech Republic. There are currently 3 887 700 people working in Czech Republic from this number 480 100 work in Moravian-Silesian Region where the study was conducted (Český statistický úřad, 2016).

The number of people in this population thus sampling was needed to choose smaller part of the population and make assumptions. As Saunders et al. (2009) for some research it is impossible to collect data from entire population, thus sampling is needed.

3.1.6.4 Sample

“A Sample is a subset of a population” (Collis and Hussey, 2014, p 197). Sampling of the population has to be sometimes done due to time constraints, budget limitations, etc. There are multiple ways how the sampling can be done. Saunders et al. describe the two types of sampling. First type is probability sampling, where each member of the population has equal opportunity to be selected for the sample. Second type is non-probability sampling where the probability of being selected is not known.

For the purpose of this paper the sample of 100 employees of the Czech company based in Ostrava was chosen together with around 50 employees of other firms in Ostrava which were contacted individually. This refers to the non-probability sampling. Concretely to the convenience sampling, which how name suggests is convenient to the researcher.

100 employees of the company U&SLUNO was chosen due to the connections of author who was employed there as an intern. Another fifty participants were contacted directly by author.

This type of sampling might lead to bias and sometimes is not applicable for the whole population as the sample is not random (Saunders et al., 2009). The Moravian Silesian region, where the research was conducted is very specific due to its history and industrial nature. Although, the additional 50 employees are from the whole Czech Republic. This should have lower the bias and provide accurate data.

3.1.6.5 Distribution

The distribution methods include post, telephone, online distribution, face-to-face, group and individual distribution (Collis and Hussey, 2014). The online distribution was chosen as a method for this research. Since the author is currently situated in Huddersfield and the study had to be done in Czech Republic the online method was the most convenient. Online questionnaire is a medium of conversation between researcher and subject which is possible to conduct without any direct communication (Brace, 2008). Participants were either contacted directly by the researcher, the case of fifty employees or by the HR generalist of the U&SLUNO by email.

3.1.6.6 Design

There are different types of questions asked in this questionnaire. The list, scale and open questions were used when appropriate. Most out of the 20 questions are closed ones. Although, the scale and list questions were also used through the questionnaire to keep respondents interested.

Questionnaire itself is divided into three sections.

Section one provides basic information about the respondent such as age, gender and educational attainment. This section is very important for the analysis, where the data is related to questions from other two sections.

Second section is focused on the women business leaders. Firstly the definition of leader is provided as some of the respondents might not be familiar with this term since in Czech Republic leader is most of the times confused with the term manager. The definition goes as followed: “For the purpose of this research the term leader is specified as a person who has a high impact on others, the ability to make people follow him and leads people towards the common goal. Furthermore, he has vision and knows how to communicate with people to inspire and influence them. The leader can be a manager, but not every manager is capable to be a leader”.

Third section focuses on the future of women leaders. The aim is to gain understanding if employees are for or against the discussed 30% quota for companies.

Translated questionnaire is provided in appendix A.

3.1.6.7 Reliability and validity

Reliability refers to the concept of trust. It represents whether the results can be trusted or not. It is necessary to record the evidence of conducting research and obtaining data (Biggam, 2008). All the evidence of the research is possessed by the author. Translated questionnaire is included in appendix A

Validity of research refers to the strategies and techniques researcher used to gather and analyse data. It uses tested research strategies and testing methods that are appropriate for the research (Biggam, 2008). The questionnaire was used due to its relation to the objectives and the research strategy.

3.1.7 Research ethics

The participants were introduced to the purpose of the research twice. First time in the email sent by HR generalist to the employees and second time in the heading of questionnaire. They acquired the information that this was primary data collection for the undergraduate thesis which will be examined both in University of Huddersfield and Technical University of Ostrava. When addressing the problem of confidentiality, the explanation that this research is anonymous was also mentioned twice – email and questionnaire. There are no vulnerable groups included in the research.

3.1.8 Limitations

This research will take place in Moravian-Silesian region. This part of Czech Republic was historically very industrial. That might be a problem for the research, because the purpose is to focus on typical leadership style that women business leader have. But as noted before, in the typical male dominated industry, the pressure to accept male leadership style is tremendous. Thus, research might be biased.

Another limitation worth mentioning is the actual gender that is being studied in this paper. There is a difference when we talk about gender and sex of the subjects. As stated in the literature sex is determined by birth, but a gender is developed due to factors affecting the individual. For that reason female leaders born in strongly masculine country might be influenced by accepting the gender given by culture (Claus, Callahan & Sandlin, 2013).

The constraint of time was mentioned many times throughout the text. As the overall dissertation is conducted only within six to seven months, the research approaches had to be adapted in order to finish on time.

3.1.9 Conclusion

Chapter three provided necessary theoretical background that had to be explored in order to conduct practical research. The actual research method was discussed deeply, together with the limitations that might occur. Next chapter will summarize the results and provide analysis.

4 Analysis of results

4.1 Introduction

Previous chapter was focused on providing necessary information concerning the research strategy, methodology, etc. Overall aim of methodology was to justify chosen methods and explain why they were used. The questions of *who* and *how* is included in the research were discussed. In the chapter concerning the results is discussed *what* was find out. Collected primary data are explained using charts and tables in order for the reader to clearly understand the outcome.

This chapter is divided into two main section. The first section is mostly descriptive and summarize results from questionnaire. As said before questionnaire was divided into three main parts that are described hereinafter. Second section focuses on analysing the results and finding links between variables.

4.2 Profile of respondents

Respondents of this research are hereinafter grouped according to their gender, age and educational attainment. This section is supposed to provide insight into the demographics of participants.

4.2.1 Gender

Altogether 74 people participated in this research. From this number 41 participants were men which represent 55% of total respondents. Women represented 45% with the 33 participants. The aim was to provide gender-balanced outcome which will allow the research to be generalised. With the almost exact number of men and women in this study, it is unlikely that results would be affected by different thinking of men and women.

Chart 1: Gender of Participants

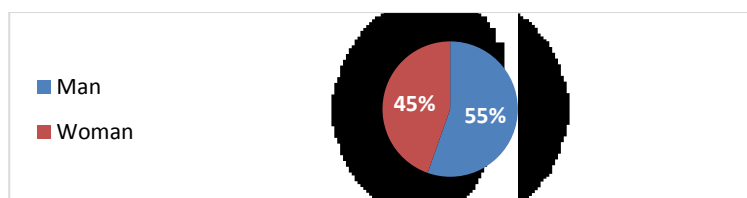


Table 1: Gender and frequency

Gender	Frequency	Percentage
Man	41	55%
Woman	33	45%
Total	74	100%

4.2.2 Age

The question concerning gender is important for the next sections of the study. The assumption is that generation Y will be very open to women leaders and there will be significant difference between answers of this generation and for instance baby boomers as was explained in the chapter concerning literature review.

Chart 2 shows the age of participants. From 74 respondents of this questionnaire, 32 were between 20 and 27 years old, which represents 43%. Second most represented was the age group between 28 and 35 years, exactly 19 people responded with a percentage of 26%. The group of respondents aged 36 – 43 years contained 10 people and represented 13%. Two least represented groups contained the age group between 44 and 51 years with 8 respondents and the group of 52 years and more with 5 respondents. These two groups together were only 18% of people participating in this study.

Chart 3 shows the age structure in relation to gender. Up to age of 43, men were represented in each group more than women. Women started to be prevalent from 44 years old and more.

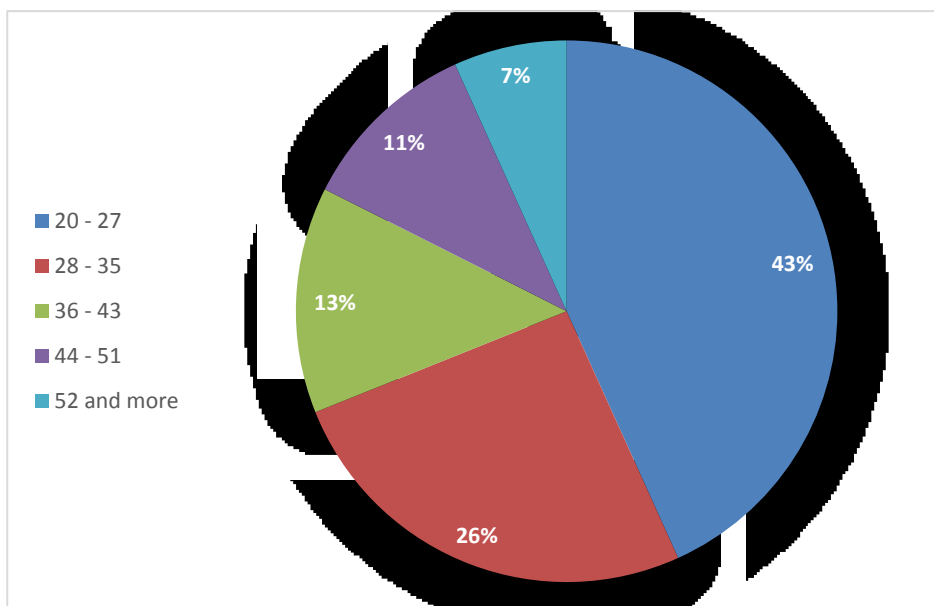
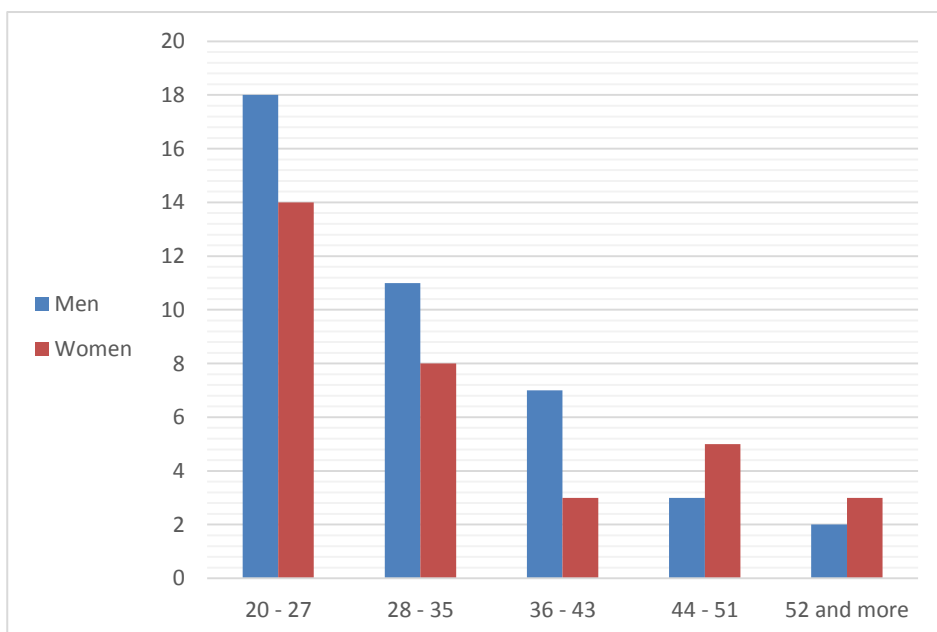


Chart 2: Age of Participants

Chart 3: Gender and age structure of respondents



4.2.3 Educational attainment

When asked about the educational attainment altogether 52 (70%) respondents stated that they possess some kind of university degree, either bachelor, Ph. D. or master degree. 21 (29%) people are secondary educated and one person mentioned vocational certificate.

Chart 4: Educational attainment

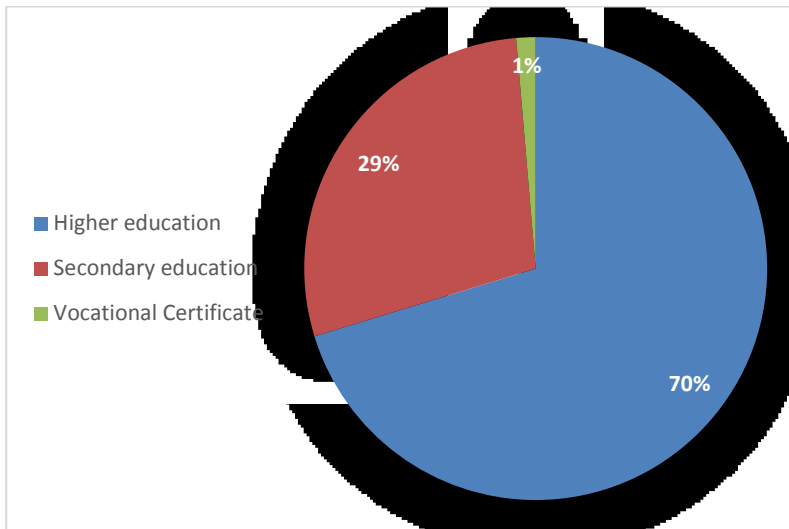
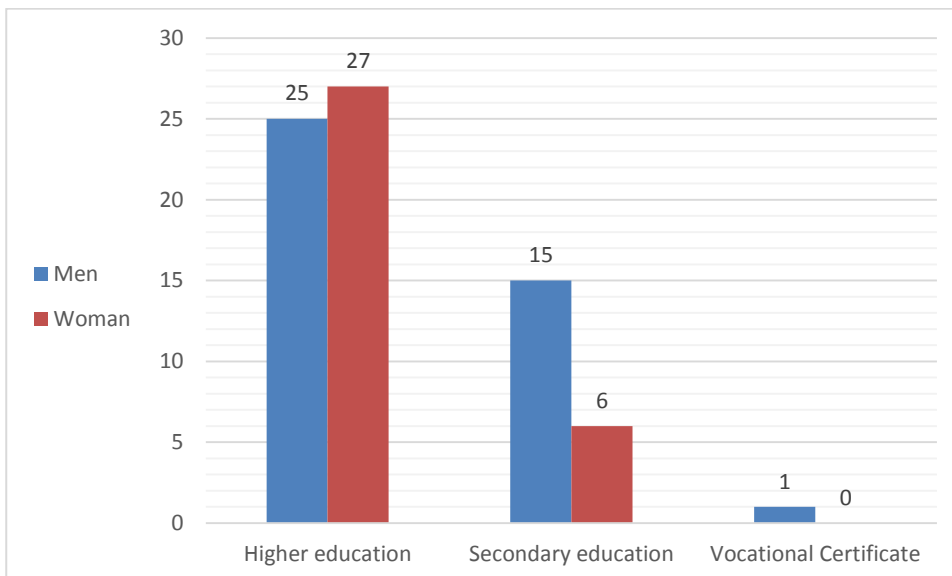


Chart 5: Gender distribution in educational attainment



When looking on the chart 5, one might observe that there is higher number of women possessing university degree. It is interesting indicator that Czech women are highly educated and thus have the potential to succeed as business leaders and one might expect that they will be open to the idea of women business leaders.

4.3 Leadership perception

Second section of the questionnaire focused on addressing objective one and three. First objective aims to assess the position of women business leaders within Czech Republic. Third objective focuses on employees' perspective towards women business leaders.

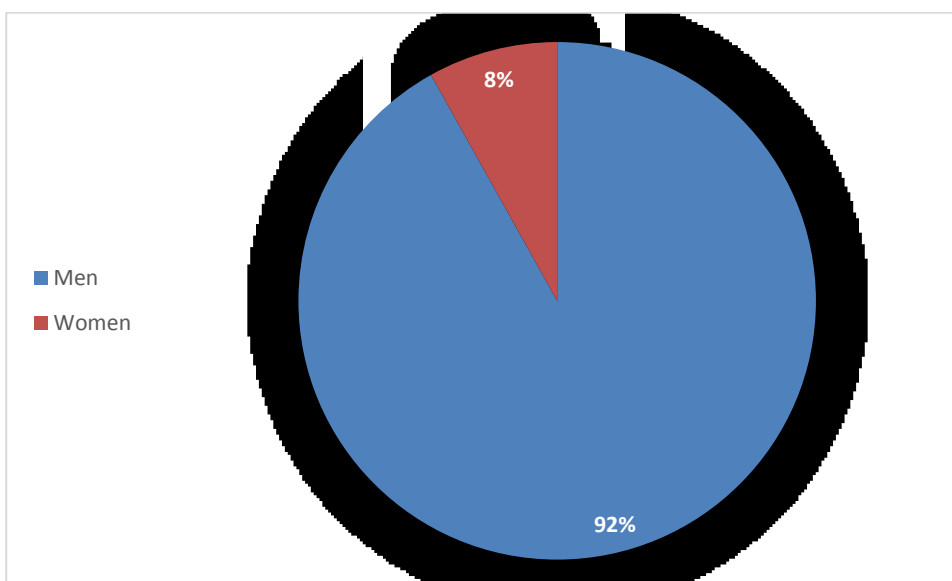
In the heading of this section, participants were familiarized with the term leader as it is not so common to use it in Czech language. Below is provided the definition participants saw in their questionnaires.

“For the purpose of this research the term leader is specified as a person who has a high impact on others, the ability to make people follow him and leads people towards the common goal. Furthermore, he has vision and knows how to communicate with people to inspire and influence them. The leader can be a manager, but not every manager is capable to be a leader”

4.3.1 Association with the term leader

Question four asked participants which gender do they associate with the term leader according to the definition. As predicted majority of respondents saw men as leader like. Exactly 68 people (92%) answered that when they think about leader, they think about man and 6 people 8% answered that they view woman as a leader.

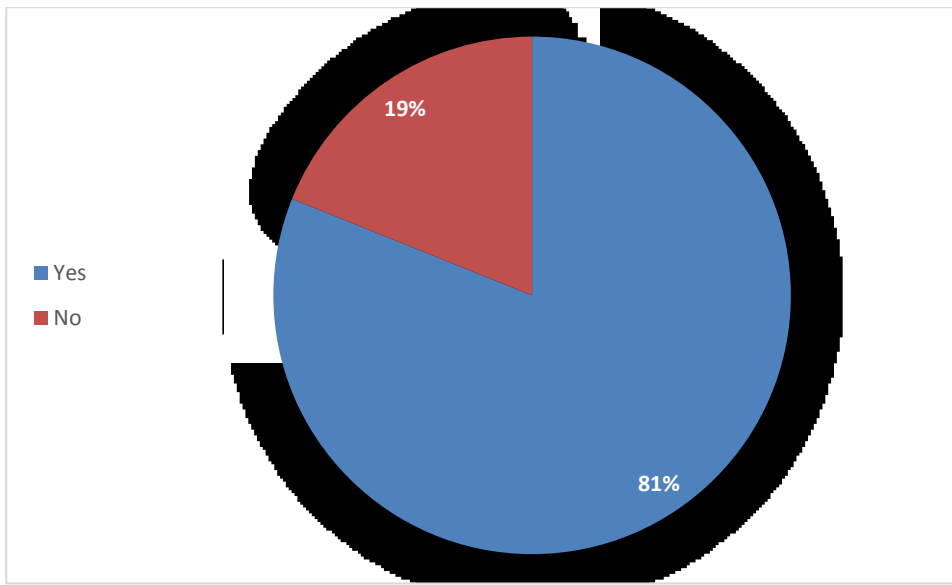
Chart 6: Gender association with term leader



4.3.2 Have you ever met woman leader in your professional life?

From 74 respondents, 60 (81%) answered that in their professional life they encountered women leaders. Only 14 (19%) participants have never cooperate with women leaders.

Chart 7: Encounter with woman leader



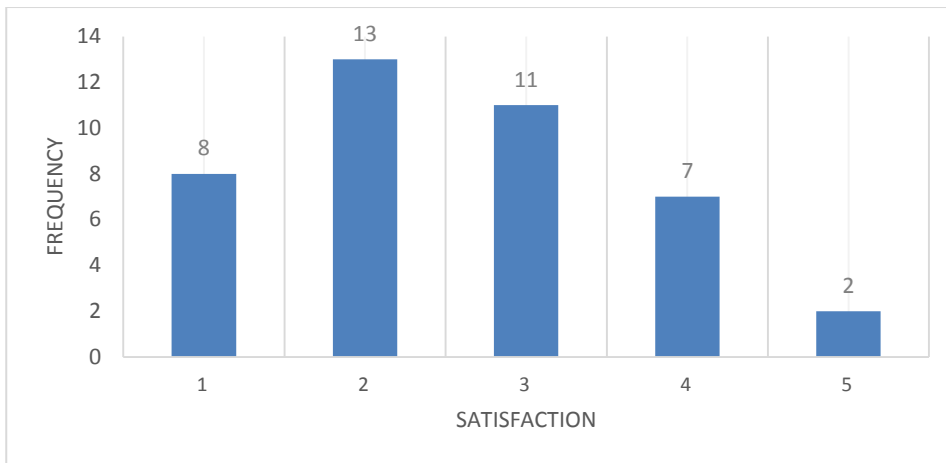
4.3.2.1 Was she your supervisor?

This question was only available to answer for respondents who stated that they encountered women business leader in their professional life. Those 60 participants were asked if this women leader was their supervisor, to what 41 of them answered that yes and 19 no.

4.3.2.2 Satisfaction

41 respondents answering yes in the previous question were allowed to fill in question concerning satisfaction with their supervisor. This likert scale question offered respondents to evaluate their supervisor from 1 (very satisfied with women leader) to 5 (highly dissatisfied with women leader). Altogether 21 people were satisfied with their female supervisor, 8 very satisfied and 13 satisfied. 11 respondents were neutral in their opinion. Lastly, 9 participants were not satisfied with their woman leader. 7 mentioned dissatisfaction and 2 people expressed high dissatisfaction.

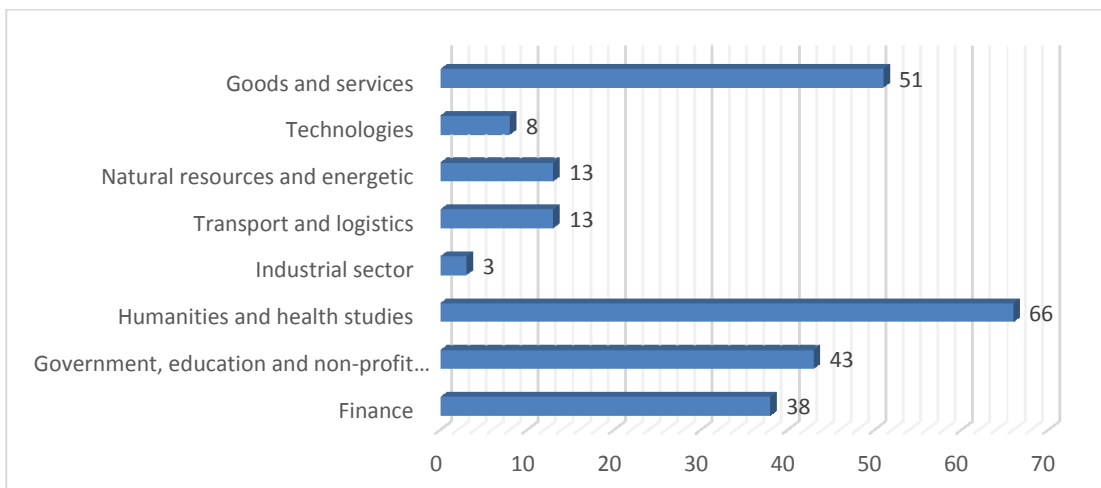
Chart 8: Satisfaction of employees



4.3.3 In which sector can women succeed as leaders?

Respondents were asked to answer in which sectors they think women have the biggest chance to succeed as leader. Highly male dominated sectors were included such as technologies, transport and logistics and industrial sector to female friendly sectors as humanities and health science, government, education and non-profit, etc. As expected most of the respondents thought women can succeed as leaders in the sectors that are already associated with women. 66 respondents voted for the humanities and health studies sector. Second most answered was the goods and services sector with 51 respondents. Third and fourth was the sector of government, education and non-profit with 43 respondents and financial sector with 38 respondents. Male dominated industries cover the last places. Natural resources and energetics and transport and logistics had each 13 respondents. The sectors respondents thought women have least chance to succeed as leaders were technologies with 8 respondents and the last was industrial sector with 3 people.

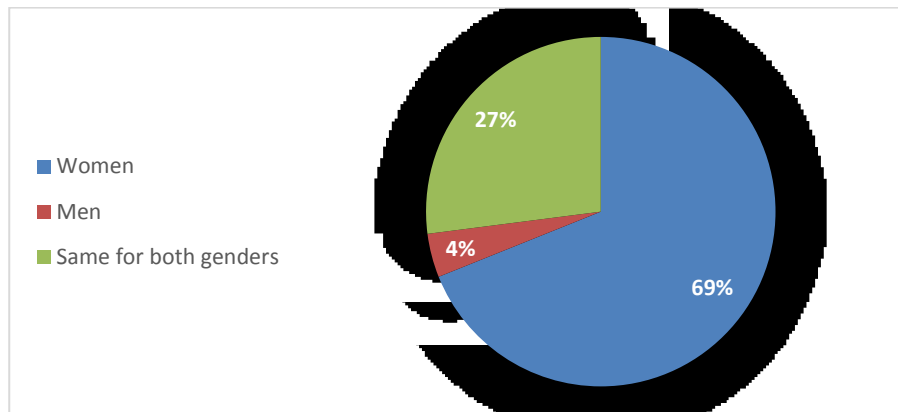
Chart 9: Sector analysis



4.3.4 For whom is it harder to build career?

51 (69%) respondents thought that building career is harder for women. 20 (27%) participants expressed that they feel there are no differences between men and women in building career and only 3 (4%) people mentioned that it is harder for men to build a career.

Chart 10: For whom is it harder to build career?



When looking at the gender of respondents who answered this question, the response that it is harder for women to build career is well balanced. From 51 respondents 27 were women and 24 men. On the other side, the only 3 people that responded that it is harder for men to build career were all male participants. It is interesting fact that no woman stated that it is harder for men to build career. Women overall agreed that it is harder for women to build career, one might assume that it is because of their experiences.

Table 2: Gender relation to the question for whom it is harder to build career

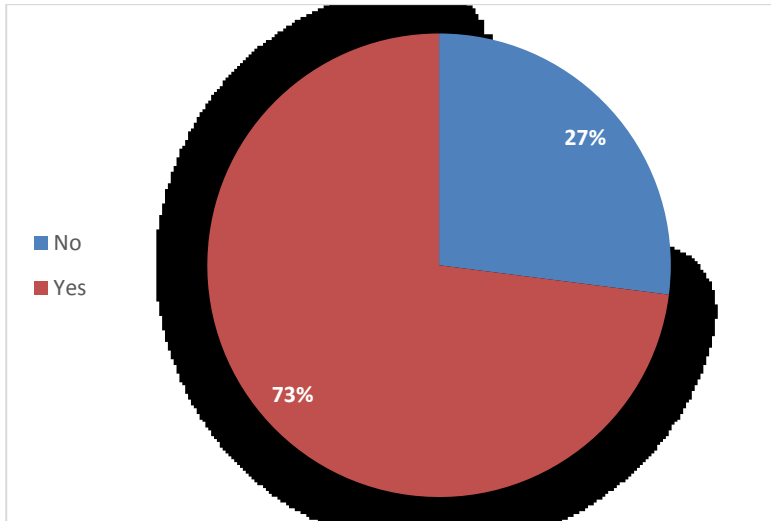
	Women	Men	Same for both genders
Woman	27	0	6
Man	24	3	14
Total	51	3	20

4.3.5 Women are with their leadership style more caring and sensitive than men, do you think that is advantage for them?

As explained in the literature review chapter, women in general tend to be more caring and sensitive in their leadership style. This also relates to the transformational leadership where leader care about followers and develops them. Respondents were asked if having this specific leadership style is for

women advantage. 54 participants evaluated women leadership style to be advantageous (73%) and 20 (27%) respondents stated that caring and sensitivity is disadvantage for women leaders.

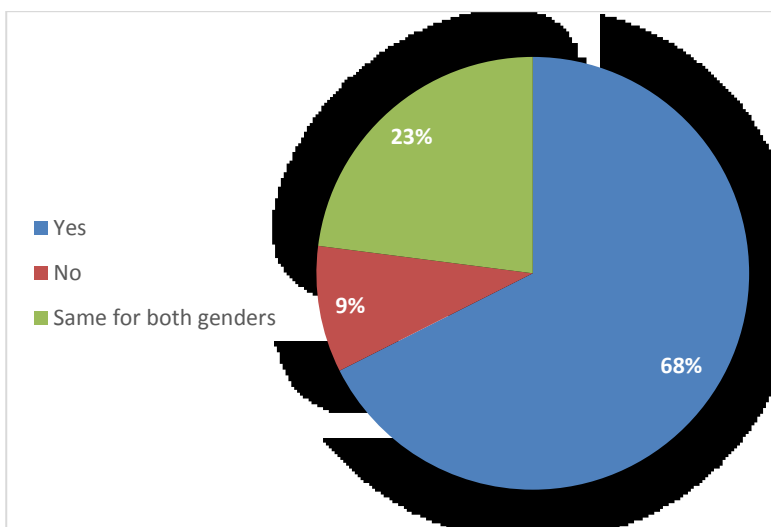
Chart 11: Advantage of women leadership style



4.3.6 Do you think that women more often than men feel that family is more important than career?

50 (68%) respondents agreed that women feel that family is more important than career. The opinion that both women and men feel the importance of family before career shared 17 (23%) respondents. Least represented, 7 (9%) was the assumption that women do not feel more than men that family is more important than career.

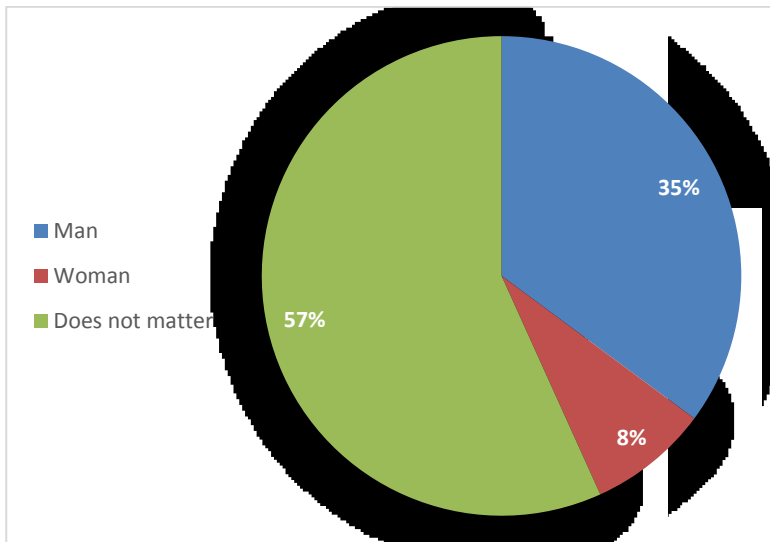
Chart 12: Importance of family



4.3.7 Who would you rather have as your supervisor?

In this question respondents were asked who they would prefer as supervisor. Majority of participants, 42 (57%), responded that gender of supervisor does not matter. Surprisingly, large number of respondents would prefer to have man as a supervisor, 26 (35%). Only six (8%) people answered that woman is preferred.

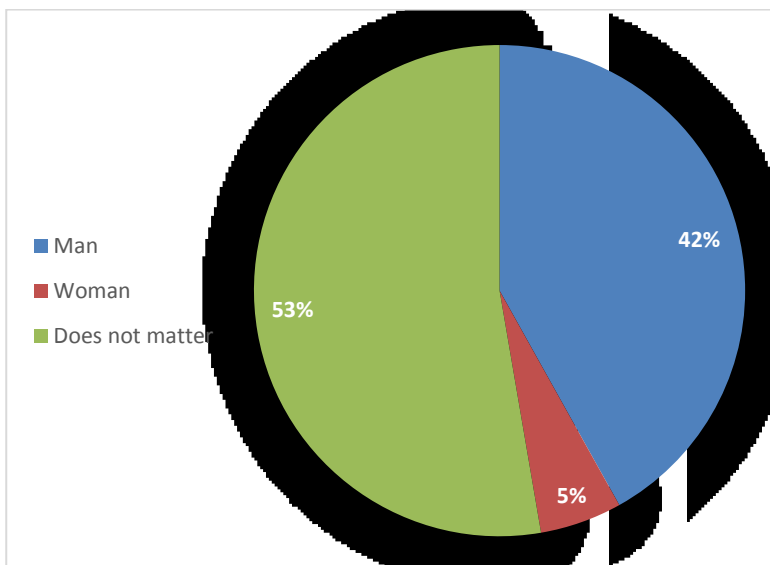
Chart 13: Preferred gender of supervisor



4.3.8 Who would you rather cooperate with?

Results of this question again that majority of respondents 39 (53%) do not care about gender of their colleagues, but the number of respondents who preferred working with men has arisen to 31 (42%). And only four (5%) people mentioned they would like to work with women.

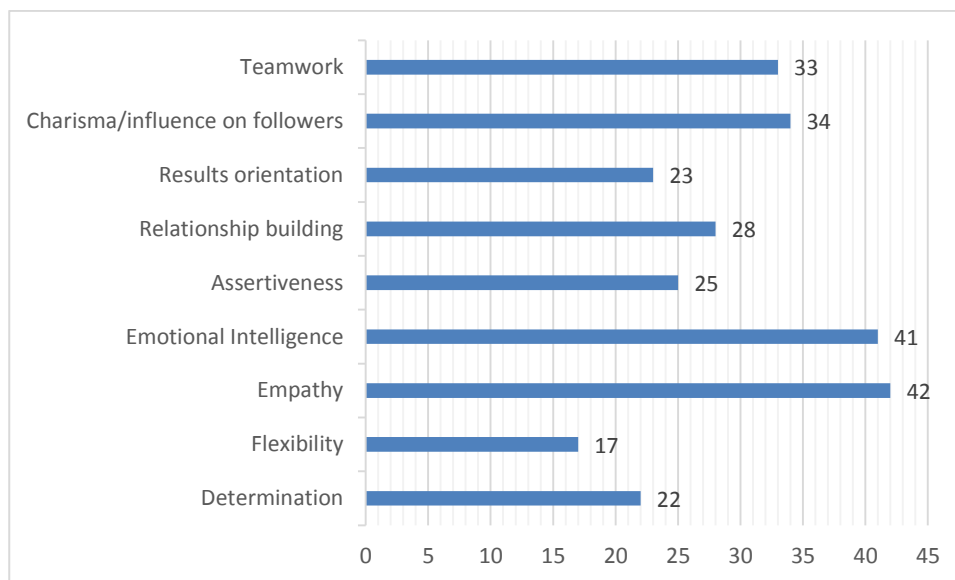
Chart 14: Preferred gender of colleague



4.3.9 Which do you think are the main leadership competencies for women leaders in Czech Republic?

Leadership competencies for this question were adapted from the survey done by Stanton Chase international about women business leaders in Romania. The competencies might be divided into the male related ones which are charisma, influence, results orientation, assertiveness and determination (Eagly et al., 2003). On the other side the competencies that are related to females would be teamwork, relationship building, EQ and empathy. One would assume that respondents would choose the female related competencies over the male related ones. Even though, emotional intelligence and empathy score really high (see Chart 14), the male related competencies do as well. There are multiple reasons for that which will be discussed deeply in the methodology section.

Chart 15: Main leadership competencies of women

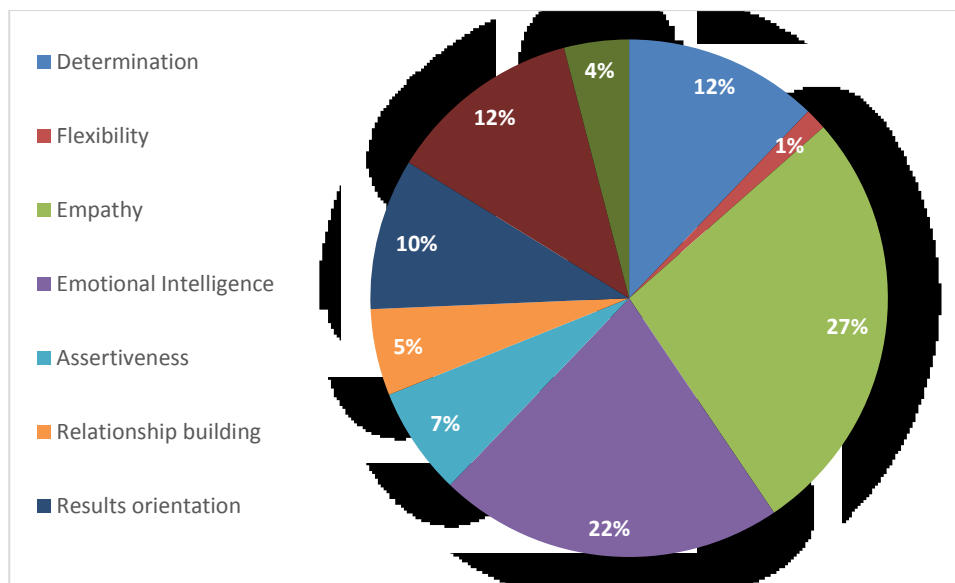


4.3.9.1 Which one of these competencies is the most characteristic for women leaders in Czech Republic?

The question was designed in relation to the previous closed multiple choice question. In order to push respondent to decide what the most characteristic competency is, he had to choose from list of competencies the single most characteristic.

Anticipation of answers to this question was for more people to answer that female related competencies are the most characteristic. Although, a lot of respondents prioritized the male related ones. 36 respondents answered that the most characteristic competency is EQ or empathy.

Chart 16: Most characteristic competency of women leaders



When looking just at the male related competencies such as charisma, influence, results orientation, assertiveness and determination, 30 respondents prioritize them. The gender of participants who responded with the male related competency was almost equal which was surprising.

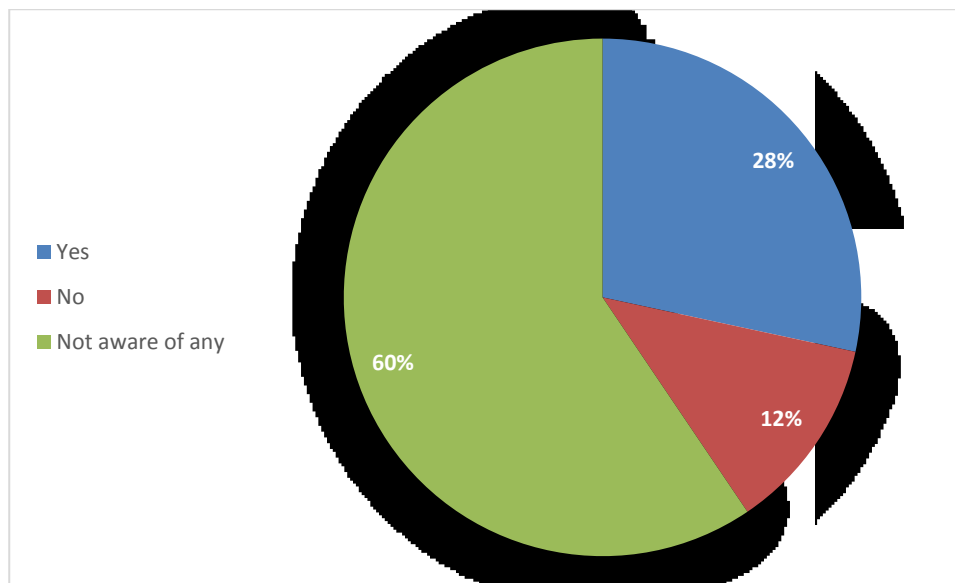
Table 3: Gender of participants prioritizing male related competency

Men	19
Women	11

4.3.10 Are there any limitations in Czech Republic for professional advancement for women leaders?

In this question participants were asked if they perceive that in Czech Republic are limitations for professional advancement for women business leaders. Majority of respondents (44, 60%) replied that they are not aware of any. Only 9 (12%) people answered that there are no limitations. 21 participants answered that there are limitations towards women leaders in Czech Republic. Those 21 respondents were then asked to answer next optional question and state these limitations.

Chart 17: Perception of limitations towards women leaders in Czech Republic



4.3.10.1 If yes, what are these limitations?

This was an open question and answering was optional. The reason was for the respondent not to be overwhelmed and pushed into writing a long text. Due to these constraints only 16 people answered which means that out of 21 people who think there are some limitations, 16 provided explanation. That means almost 76% response rate to this question. Interesting was that the respondents were mostly female. Exactly 13 women and 3 men answered.

Table 4: Limitations

Answers	
1	Family
2	Motherhood, Distrust of company executives in sufficient strength of women to lead team, fear of emotional instability
3	Stereotypes
4	Family
5	Barriers set up by culture meaning that woman's duty is to primarily take care of the family and household and men's duty is to earn money; confidence; biology (if a woman is mother she is limited compared to men, she has to take care of the family when she gets back from work, cook and prepare everything, man just comes home from work and wants to relax)
6	Stereotypes and family
7	Stereotypes and visage
8	Stereotype view on women, who she is, what are her duties and what should be her salary
9	Stereotypes
10	Confidence, pressure at woman to be a mother
11	Prejudice, family
12	Stereotypes and confidence
13	Gender pay gap
14	Prejudice, family obligations
15	Gender discrimination
16	Family

Women mostly mentioned motherhood and family duties as a big limitation. Stereotype threat was also discussed a lot among respondents. Surprisingly, the gender pay gap was only mentioned once.

All three men who answered this question mentioned stereotypes. One male respondent moreover mentioned that the low confidence of women is limitation. Last male respondent mentioned accept stereotypes also the visage of women as possible limitation.

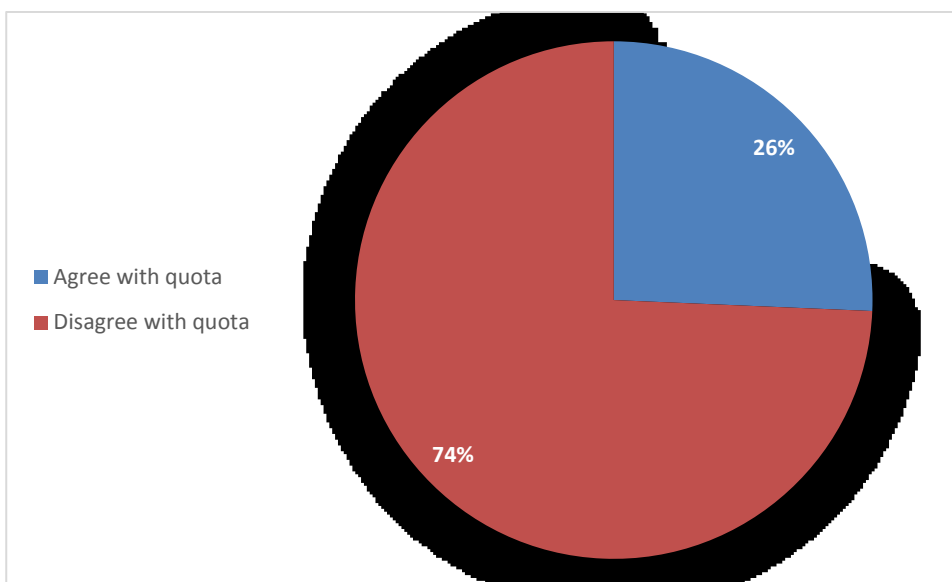
4.4 Gender quotas

Last section of questionnaire focused on gender quotas. It shows the openness of people towards women leaders and how would they react to the policies set by European Union to lower gender gap.

4.4.1 What do you think about the possible introduction of a mandatory 30 % quota of women leaders in companies?

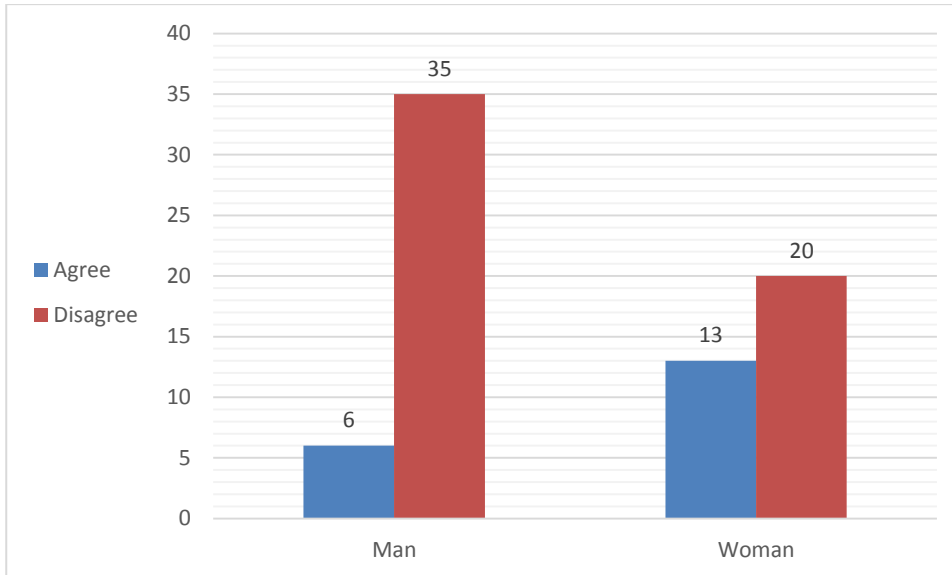
As expected, Czech population is not in favour of the gender quotas as can be seen from the chart 17. Only 19 (26%) respondents agreed with the gender quota. 55 (74%) participants would not agree to the gender quotas.

Chart 18: Opinion about gender quota



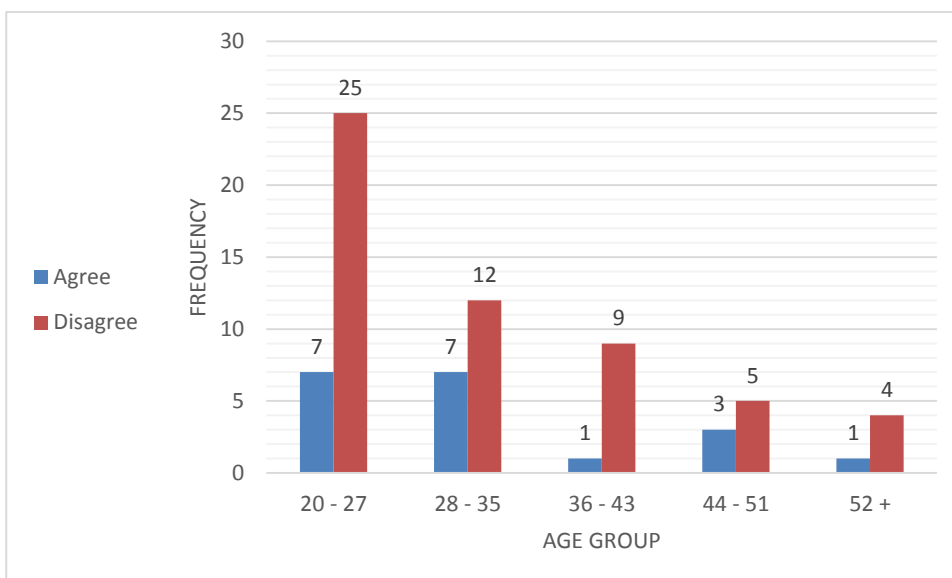
The answers of women were more equal then responses of men as 20 women were against the quota and 13 were for the quota. Men overall did not agree.

Chart 19: Gender quota, gender distribution of respondents



When considering age of respondents (see chart 20), one would expect that the members of generation Y would be very open to gender quota. On the contrary results showed that young respondents overall disagree with quota. In all age groups the disagreement with quota was prevalent.

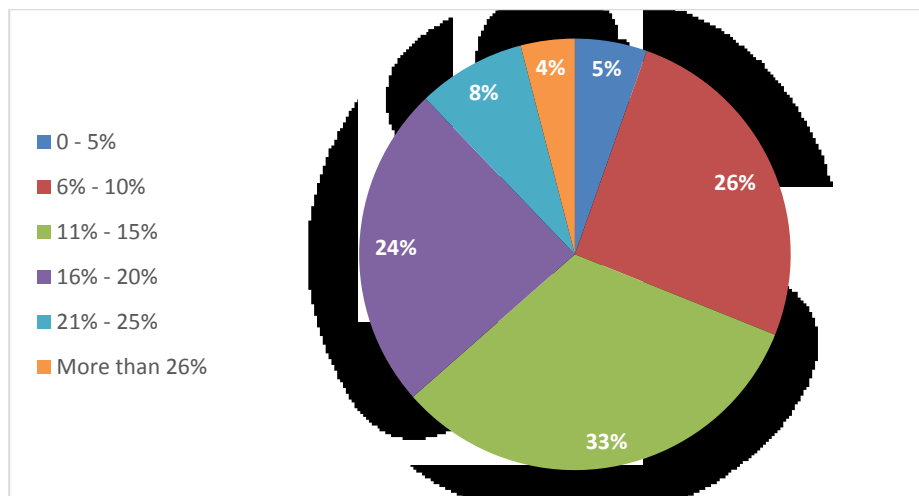
Chart 20: Gender quota, age distribution of respondents



4.4.2 What do you think is current percentage of women business leaders in companies?

This question was designed to gain understanding of what Czech population think is the actual number of women business leaders in companies. As expected, most respondents assumed that the percentage is much higher than the actual number (8% in the Czech Republic). 4 (5%) participants thought the percentage is less than 5%. The right number assumed 19 (26%) participants, who choose the option of 6% - 10%. The biggest number of people, 24 (33%) predicted 11% - 15%. Surprising is that 27 people aimed at higher than 16%.

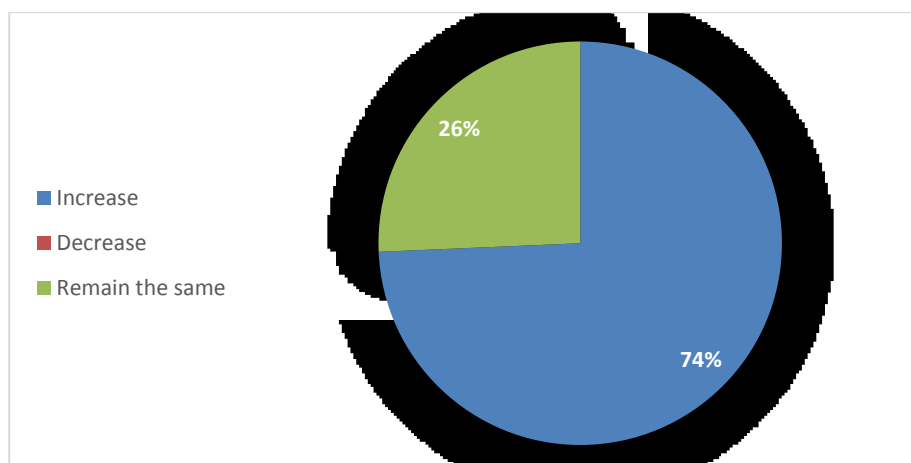
Chart 21: Assumed percentage of women leaders



4.4.3 What do you think will happen in the future with the percentage of women leaders?

An overwhelming majority of respondents, 55 (74%), assume the percentage of women leaders will increase which is a good sign for the Czech population. Only 19 (26%) respondents answered that they think the percentage will stay the same. Although, respondents who thought that the number will stay the same overall assumed that the current percentage is above 15%.

Chart 22: Future prediction



4.5 Conclusion

Chapter four provided detailed analysis of the results. The primary data to address objectives two and three had been collected from the sample of 74 employees, which will allow author to discuss the implications and conclude findings.

5 Discussion

5.1 Introduction

Previous chapter focused on presenting and analysing the results from collected questionnaires. The aim was to gain primary data which will address the three main objectives of this study.

Chapter five includes two areas that needs to be discussed. Firstly, the discussion of findings and their relation to the literature review will be examined. This section will be addressing each objective and also provide overall discussion about the findings. Secondly, recommendations concerning the topic of women business leaders are introduced.

Hereinafter are showed the shortened objectives to understand the discussion.

Objective number one

To assess the position of women business leaders in tight-culture country such as Czech Republic. Important part of this objective is to assess the issues women face in labour market.

Objective number two

To identify attributes that women business leader have and to determine their specific leadership style.

Objective number three

Establish, what the perception of employees about women business leaders and their attributes is. This way it will be possible to provide recommendations to support higher emergence rates of women leaders.

As objective two and three overlaps in multiple dimensions, they are discussed together.

5.2 Discussion

5.2.1 Objective one

Objective one focuses on the barriers women leaders face in the Czech Republic. In the literature review was justified the argument that Czech Republic is one of the countries where populations is not very open to the emergence of women leaders. Reason why it is this way is rooted in the culture of certain country. For explaining the case of Czech Republic was used the model of cultural tightness and looseness. The conclusion was that women in the Czech Republic face many limitations while penetrating the glass ceiling. Not only are those the obvious reasons women all around the world face like motherhood, but also the issues that are related to the cultural tightness. These are for instance conservativeness, aversion to change and preserving the historical norms. The research overall confirmed this hypothesis. Hereinafter are discussed the results in relation to the first objective.

5.2.1.1 Position

The position of Czech women leaders was discussed in chapter two. In this chapter is focus put on the how Czech population see the position of women business leaders. Firstly, it is important to mention, where the population see women can succeed in the Czech Republic. As expected, respondents picked the sectors that are usually associated with women. For example, education or health sciences.

Interesting is the situation in Czech financial sector. More than half of the respondents thought that women have a good chance to succeed as a business leaders in finance. In this sector particularly is employed much more women than men. Although, as Holanová (2014) state, men are still managing and leading these women.

The statistical results of Czech women though show positive aspects. As Český statistický úřad (2014) state, women are prevalent in gaining university degrees in the recent years. Thus there is potential for young women to succeed as business leaders not only in financial sector, but in every sector.

5.2.1.2 Future

In 2012 KPMG (2012) was researching the opinion of Czech population about the 30% quota. Only 19% of subjects agreed, 56% percent was against the quota. Positive aspect was, the people accepting the quota agreed, that there should be 50% of women board members in the company. Four years later this research did not observe shift from overall opinion of people who are against the quotas. Even the young generation Y is still negative towards women leaders. It was assumed

that this generation should be more open and accepting. Nevertheless, the influence of culture is still high and one might assume that this had a great impact on the research results. Bass and Riggio (2006) though are positive towards the future as they see that young women in the world show interest in acquiring leadership positions and penetrating the glass ceiling. The recommendations to this phenomena are stated in next section of this chapter.

5.2.1.3 Limitations

Women face many limitations. Also respondents agreed with this statement as almost 70% of them thought it is harder for women to build a career. As limitations of the women business are very important to this research, multiple questions focused on this issue. Women are representing half of the population and thus half of the workforce, although they are not represented equally in upper leadership levels. It is not a coincidence and there are many issues that are limiting women while trying to succeed as leaders. When asking specifically which limitations would that be, respondents mostly mentioned stereotypes. In the Czech Republic the perception that women are not leader like is still remaining prevalent.

Stereotyping is the biggest limitation that women face while succeeding as business leaders, second is as stressed by Singh et al. (2006) lack of female role models.

Confidence is other limitation women face. It was many times mentioned by participants of the research. Their answers supported the arguments noted in the literature review. Women are less confident than men while speaking about their careers. As one of the respondents mentioned the external factors push women to be a mother and always put family first. Women are thus underestimating themselves, they not only have to be successful in their carrier but also have to take care of children. The pressure is playing with women confidence and to see themselves as successful they think they need to be perfect in every aspect. Men on the other side are more confident. Study showed that men attribute success to themselves but women to external factor (Sandberg, 2010). When they succeed, women would say that they got lucky, etc. Confidence is not just about feeling individual have. In reality it results I multiple other issues. Sandberg (2010) is presenting that out of graduates entering their first jobs 57% of men negotiate for salary, but only 7% of their female counterparts. Women then contribute to the gender pay gap, which is another limitation. And even though gender pay gap is a worldwide discussed issue, only one of the respondents actually mentioned it. Participants showed that the perception of woman as mother and carer is still rooted deeply in the thinking of Czech population.

5.2.2 Objectives two and three

Firstly, the question was asked what gender do participants associate with the term leader. As expected based on the chapter 2, respondents felt strongly that men are more leader like than women. One of the reasons is that as Harvey (2015) mentioned, women leaders are underrepresented. Thus employees participating in this research are not familiarized with women leaders and perceive them as minority. Other factor influencing the result is the tightness of culture and reluctance to change the view of women as a housewife and not a leader.

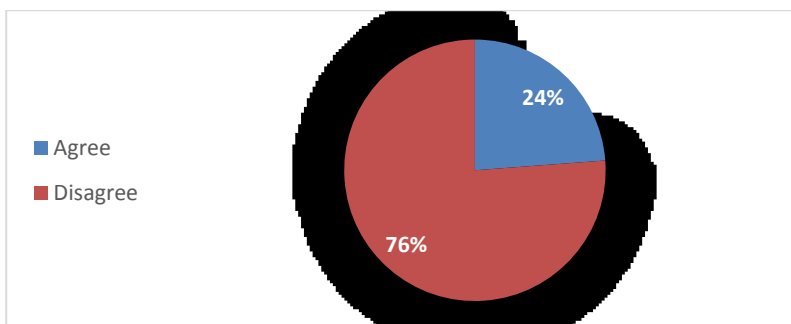
Objective two focuses on the attributes of women business leaders, on the special characteristics that women possess and that distinguish them from their male counterparts. Many of these characteristics give women strategic advantage. As stated in chapter 2.2 women tend to be more transformational and thus as literature showed more suitable for leading in the 21st century. One would expect that the data will show that employees would appreciate women leadership style and out of the competencies provided would pick the ones that are seen typical for women. On the contrary, as author mentioned in the results of analysis the female related and male related competencies were somehow represented almost equally. There are multiple reasons for that.

As chart 16 showed, respondents chose both male and female related competencies as important for women leaders. Singh et al. (2006), state that women who are trying to succeed in male dominated industry tend to adopt characteristics that would be usually associated with the leadership style of men. Also Singh et al. (2006), mention the desexualisation of women as one of the ways women try to succeed in business. This happens in order to be accepted and not seen weak by the male co-workers and followers. Followers see those competencies as important for leaders to possess. It is important to take into consideration that the research was conducted in the Moravian-Silesian region of the Czech Republic which is very industrial and thus a lot of male dominated industries are represented. Also most of the respondents are employees of the firm U&SLUNO which is a firm focusing on logistics and IT solutions thus also very male dominated. Thus also women participating in this research were clearly influenced by the stereotypes. Also as Harvey (2015) notes in tight culture more autocratic and hard skills are perceived as effective. Although, Eagly, Johannesen-Schmidt, and Van Engen (2003) note that when women adopt those autocratic and male related characteristics, people react negatively to them. Respondents due to their experience in male dominated industry saw in the women leaders male characteristics and thus chose them also in this research. But these characteristics are not perceived as positive when adopted by woman. Even though, majority of respondents did not make a distinction between working with men and women, there was still number of respondents who chose men instead of women. Same situation occurred in

the next question asking about supervisors. That implies that although employees feel that women in the Czech Republic need to have these male related characteristic, somehow then they perceive those women negatively and are not keen on working with them.

Although, 73% of participants replied that they see the sensitive and caring leadership style as advantage. Here can be observed chaos, as employees see as effective male related characteristics but when women adopt them they are negative towards it (Eagly et al., 2003). But also they desire women to sustain the female leadership which is more cooperative and less hierarchical due to social evolution as explained in the literature review. Another explanation of seeing the women leadership style as advantageous might be the shift in the thinking of people towards accepting women as leaders. Employees who had woman as a business leader were overall satisfied with her leadership which could as one would assume result to higher acceptance of quotas and women leaders. On the contrary, participants who responded with strongly satisfied or satisfied when asked about their satisfaction with their woman leader, still mostly disagreed with the quota (see chart 21).

Chart 23: Agreement/disagreement of employees satisfied with their woman leader



5.3 Recommendations

It is clear that the opinion of Czech employees towards women leaders is in many ways not so positive. And even the young generation does not seem to change this attitude. In order to promote the emergence of women leaders, author recommends the adoption of 30% quota. As noted before Czech Republic is a tight culture country. Tight culture, even though it is reluctant to change, copes very well with norms as population is used to follow them due to historical reasons. In the Czech Republic this is mostly due to communist era and even sooner the occupation by Germany etc. Once the quotas are enforced, tight cultures are very good at sustaining them (Harvey, 2015). As is the successful case of Norway, which is also representing tight culture country and currently enforcing quotas. It would be hard for Czech people to get used to quota, but the importance of mixed teams of men and women is tremendous. It brings effectiveness, new ideas, etc. (KPMG, 2012). Not only that it would benefit the Czech women but also would open opportunities for women coming from different cultures, that before did not have chance to succeed in leadership positions in the Czech Republic.

Another way how to promote women business leaders is to mentor them. There is a need for having a role-model who would influence women (Gelfand, Nishii and Raver (2006).Singh et al. (2006) stress that the lack of role-models is one of the biggest barriers for women leaders after stereotyping. This recommendation goes hand in hand with the recommendation about quotas. But just the female role model is not enough for women to become a leader. Companies should consider mentoring of their current women managers in order to show support and the chance for them to advance in their career.

5.4 Conclusion

This chapter discussed the findings of the primary research and their relation to the literature review chapter. Also the recommendations were provided in order to meet the objective three of this study.

Next chapter will conclude the findings and summarize if the objectives have been met.

6 Conclusion

The overall aim of this dissertation was to present the position of women business leaders in the Czech Republic using the concept of cultural tightness. Three specific research objectives were to:

1. Assess the barriers women business leaders face in Czech Republic.
2. Identify the attributes that women business leader have and to determine their specific leadership style.
3. Establish, what the perception of employees about women business leaders and their attributes is. And provide recommendations to support higher emergence rates of women leaders.

This chapter will revisit the research objectives mentioned above, summarize findings and state conclusions for each of them. Importantly, the issue of whether hypothesis and assumptions will be discussed. The recommendations concerning future research in this will be provided. Necessarily, the contribution of this study to the emergence of women business leaders will be clarified. Lastly, sections concerning limitations and self-reflection will be included. With adopting this structure of conclusion it will be easy for reader to understand whether the research objectives have been met and see the actual value of this study.

First objective focused on the barriers and limitations women business leaders face in the Czech Republic. As assumed from the literature review concerning the cultural tightness and women leadership, the results confirmed the barriers stated in the literature review. Women face issues like, *inter alia*, stereotyping, gender pay gap and prejudice. The most important issue for this research was stereotyping that was related to the cultural tightness of the country. The research showed that Czech people are not open to the gender quota introduced by European Union and thus are not supportive towards the higher emergence of woman leaders.

Objective number two and three were supposed to identify the attributes and specific leadership style of women. As discussed in the previous chapter this objectives have been met. Second objective was mostly theoretical and thus discussed in the literature review. The attributes which are more related to the women had been identified and stressed in the section 2.4. Although, the hypothesis that attributes of women leaders and their leadership style will be seen by respondents as found in the literature review was not confirmed. The female related characteristics were represented slightly more, but a lot of respondents also chose the characteristics that were related to men. This was explained in the discussion. As the main reason for this was stressed the coping

mechanism of women in male dominated industry, who tend to adopt leadership style of men in order to get accepted. Thus, respondents were more likely to come into contact with these women rather than with women adopting the female leadership style which focuses more on soft skills, caring and developing. Recommendations to help the higher emergence of women leaders were identified in section 5.3. Those included the acceptance of quota by the Czech government, promotion of female role models and mentoring.

The contribution of this study lies in the results and theoretical background. After reading this dissertation reader should be familiarized with the strong influence of cultural tightness on women business leaders. As young generation also do not show acceptance towards women leaders it is necessary for Czech government to take charge. It is assumed that after accepting quota, Czech population will be very efficient at implementing them. Moreover, the contribution of this dissertation is in its theoretical research which does not only apply for the Czech Republic but for all the tight cultures.

On the other hand, this study also revealed many limitations. For instance, the data concerning women leaders in Czech Republic are almost non-existing. Also the interest of people in this topic is not very high as they have no source of information. Future research in this topic would be highly appreciated as it could bring more insight into the issue.

This dissertation was prepared during the period of October 2016 to April 2016. Even if that might seem as a long time, this topic would deserve much deeper analysis as multiple issues worth exploring arose when the research was at advanced state. Also the generalisation of results was quite problematic as employees participating in this research were mostly from the male dominated industries. Although, that particular issue brought many interesting results as stated above.

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Klára Hellerová

List of Annexes

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